Strategic Plan
Initiative and Project Implementation

Plan Area	Initiative	Recommendations	Year 1 2018-19	Year 2 2019-20	Year 3 2020-21	Funding	Owners	Status	Comments	Milestones/Metrics
Academic Programs										
	Advanced Academic High Schools and Middle School Design					CTE Funding				Implementation milestones, higher enrollment, higher graduation rates, higher achievement levels.
		Plan high school advanced academic programs	X							
		Plan middle school programs of study aligned with high schools and advanced programs		X						
		Implementation Phase I		X					Unlikely that full implementation could occur in one academic year	
		Implementation Phase II			X					
	College & Career Readiness Programming									Implementation milestones, higher enrollment, higher graduation rates, higher achievement levels.
		Plan high school programs of study							Must align with overall high school design and advanced academics	
		Coordinate career exploration and work-based learning programs								
		Implementation Phase I		X					Unlikely that full implementation could occur in one academic year	
		Implementation Phase II		X						
	Special Education Services									Student achievement, parent satisfaction, educator satisfaction, implementation milestones, support of advocates, reduced litigation
		Design Special Education Services organization	X							
		Design and distribute flowcharts of processes and decision points	X							
		Provide Special Education Professional Education district wide	X	X	X					
		Engage Special Education Services Task Force on inclusion and resources	X	X	X				Build out from working group	
	Curriculum									Implementation milestones, educator satisfaction surveys, student proficiency
		Support Math roll out	X							
		Roll out ELA curriculum	X			TBD				
		Roll out Science and Social Studies curriculum		X						
	Time and Class Size									Attendance, student achievement, participation in extended day programming, educator satisfaction
		Review and implement start times	X						Board request to implement later start times	
		Analyze city schools class size of 15 for K-2		X		MOU dependent				
		Plan for class size district wide		X					Need to take technology, teacher leader and other initiatives into account	
		Develop district plan for before and after school programming integrated within each school		X						
		Review and implement extended day and balanced calendar	X	X					Unclear community support for balanced calendar	
	Instructional Technology									Implementation milestones, student achievement, educator and student satisfaction, enrollment
		Develop and implement district instructional technology plan		X	X					
		Train district on classroom technology		X	X				In partnership with Professional Education	
		Build out task force on instructional technology and devices		X	X					
	English Language Learners (ELL)									ELL student achievement, ELL family engagement, implementation milestones
		Develop plan for ELL		X						
		Implement ELL plan			X					
Culture of Learning										
	District Plan									Implementation milestones, educator and school leader satisfaction
		Develop district-wide professional learning plan	X							
		Engage Professional Learning Task Force	X	X	X				Leverage existing group	
	Educators									Implementation milestones, reduced regretted attrition of educators, student achievement, improved recruitment measures, more accurate DPASII assessments of educators
		Design and launch teacher leader development program	X	X	X					
		Build teaching teams across district	X	X	X	Part of MOU			Replicate city approach across the district.	
		Plan how to embed coaching and individualized development plans for all educators	X	X						
	Social Emotional Learning (SEL) and Trauma					Part of MOU			Coordinate district approach with Wilmington work. Coordinate with DDOE as well.	Student achievement, attendance, student wellbeing, improve discipline and climate, educator satisfaction
		Develop plan for SEL and Trauma informed professional learning	X							
		Implement SEL and Trauma informed instruction		X						

Legend:
- On Track/No Major Issues
- Moving forward, however, potential issues
- Off Track

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									Legend: On Track/No Major Issues; Moving forward, however, potential issues; Off Track	
	Family Engagement								Coordinate with communications plan	Family satisfaction, increased enrollment, attendance and participation of parents/families, social media activity rates, implementation milestones
		Engage community on city plan	X							
		Develop plan for social media family engagement		X					Included in communications plan use of social media	
		Engage community in high schools programming launch	X							
	Principals									Reduced regretted attrition of principals, higher principal satisfaction, student achievement, improve school climate, improve recruitment and retention of highly effective teachers
		Design and launch school leader development program	X	X					Build on existing program for Asst. Principals	
	All Staff									Student achievement, improve school climate, family and student satisfaction, lower disciplinary infractions
		Provide professional learning on how to serve all students (Spec Ed, SEL, trauma, etc.)	X	X	X					
		Design and provide customer service training and culture building for staff	X						Coordinate with central administration and operations teams	
		Implement individual development plans for all staff		X	X					
	Interventions and Discipline									Lower discipline infractions, student and educator satisfaction, student achievement, enrollment
		Develop integrated and consistent intervention and discipline procedures and plan	X							
		Distribute and train district on consistent implementation of intervention and discipline procedures		X						
		Engage Culture and Climate Task Force	X	X	X				Build out from working group	
Services and Operations										
	Strategy Implementation								Overall function, not limited to center administration, includes schools	Implementation milestones, parent and staff satisfaction, enrollment, student achievement
		Set up an Implementation Group and process to drive the plan forward	X							
		Establish a change management function		X						
		Put processes in place to assess, learn, and course correct in implementing initiatives			X					
	Human Resource Function									Reduced recruitment time cycle, increase staff satisfaction, reduced regretted attrition rates, student achievement, enrollment
		Assess the continuum of HR processes from cultivation to retention	X							
		Address gaps and barriers to improve talent attraction and retention	X						Coordinate with teacher leader work, customer service work, coaching	
	Operational Efficiency									Increase family and staff satisfaction, service improvements, cost efficiencies
		Analyze distribution of processes and identify opportunities to centralize and improve service	X							
		Implement high priority efficiency opportunities identified in analysis, Phase I		X						
		Implement high priority efficiency opportunities identified in analysis, Phase II			X					
	Transportation									Improved timeliness and service levels, staff, parent, and student satisfaction, cost reductions, higher reliability
		Analyze supplier mix and routes; identify potential savings and service improvements	X							
		Implement new provider approach and routing based on outcomes of analysis		X						
	IT Systems									Implementation milestones, staff satisfaction, improved service levels
		Build out a technology operations plan identifying new systems and maintenance strategy	X							
		Implement systems to achieve efficiency improvements to free-up back office resources		X						Coordinate with operational efficiency work stream.	
		Support instructional technology plan	X	X	X				Ongoing and increasing innovation and investments	
Facilities and Infrastructure										
	Safety									Staff satisfaction, school climate, reduced discipline infractions/issues, parent satisfaction, enrollment
		Review safety and security at all schools	X						Already in process in 2017-18	
		Safety and security training at all schools	X	X	X				Ongoing	
		Ongoing implementation of security procedures	X	X	X					

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	Facilities Strategy									Implementation milestones, staff, parent, and student satisfaction, referendum passage, cost efficiency
		Complete 10-year facilities plan	X							
		Engage Facilities Task Force	X	X	X				Build out from working group, add expertise and community members from city	
		Perform asset assessment and life cycle plan		X						
	School Branding and Pride									Community satisfaction, enrollment, student satisfaction, school climate
		Prominently brand all schools as Christina	X						Coordinate with communications plan	
		Work with school leaders and staff to increase curb appeal and how schools feel welcoming to all		X					Coordinate with customer service training and supports for staff	
	Infrastructure									Implementation milestones, system speed and reliability, staff and student satisfaction
		Assess current broadband, telecom, and network capacity, reliability, and service needs	X						Coordinate with personalized learning and technology plans for schools	
		Implement IT infrastructure upgrades		X						
	Maintenance									Cost efficiencies, improved school climate
		Review organization of maintenance and custodial teams; improve integration	X							
Communications and Marketing										
		Build out brand and brand attributes	X						Coordinate with facilities plan on branding buildings	Increased family engagement, enrollment, increase social media presence and traffic, positive media impressions and stories
		Engage Communications and Marketing Task Force	X	X	X				Include experts on branding, social media, and public relations	
		Develop district communications plan	X							
		Write, distribute, and train school leadership teams on social media use and guidelines		X						
Wilmington MOU										
	Early Learning and Dual Education									Implementation milestones, child and adult enrollment, kindergarten readiness, 3rd grade reading
		Create Wilmington Early Education Center at Stubbs and grow program	X			MOU dependent			See MOU Plan	
		Implement Adult Education Center	X			MOU dependent				
		Open PreK - K at dual center		X		MOU dependent				
		Plan for district-wide early learning		X						
	1-8 City Schools									Implementation milestones, enrollment, staff and community satisfaction, student achievement, discipline incidents, attendance
		Plan East and West Wilmington Schools (Bayard and Bancroft)	X			MOU dependent				
		Launch East and West 1-8 Wilmington Schools		X		CTE Funding				
		Implement health center at both schools	X	X		MOU dependent				
	Social Emotional Learning (SEL) and Trauma					Part of MOU			Duplicated from Culture section of plan above	Student achievement, attendance, student wellbeing, improve discipline and climate, educator satisfaction
		Develop plan for SEL and Trauma informed professional learning	X							
		Implement SEL and Trauma informed instruction		X						
	City School Facilities									Implementation milestones, enrollment, cost efficiencies
		Prepare Wilmington East and West Schools	X			MOU dependent				
		Prepare Early Education building for early learning	X			MOU dependent				
		Launch Wilmington East and West Schools		X		MOU dependent				
		Repurpose buildings			X	MOU dependent				