

**Richmond Public Schools
Agenda Item**

Date: August 20, 2012

Agenda Item: Number 6

Agenda Description: Strategic Planning Update

Presenter: Mrs. Victoria Oakley & Dr. Ann Allen

Information:

2011-12 Strategic Planning Accomplishments

- Strategic planning was extended to six pilot schools (Chimborazo, John B. Cary, Oak Grove/Bellemeade, Huguenot, John Marshall, Thomas Jefferson).
 - Principals at each of the six school identified an internal coordinator and convened a strategic planning team to draft the school's strategic plan.
 - Action Team members were recruited from among each school's staff, students, parents, and community members to develop action plans for each tactic in the school's draft strategic plan.
 - Action Teams worked from January to May developing their action plans, then each school's strategic planning team reconvened to receive their respective plans, accept them as presented, or recommend modifications.
 - Final copies of the strategic plans and action plans for each of the six schools are attached.
- At the district level, 28 of the strategic plan's 40 action plans became part of the district's work, as highlights from prior reports indicate.
 - Curriculum revisions incorporated 21st Century Skills and included tiered intervention plans, training for advanced placement (AP) teachers, and increased participation in AP classes. (Action Plans 1.1, 1.4, 2.3, 6.6)
 - Hands-on mathematics and science lessons and classroom activities were created and posted online for teachers; manipulatives, equipment, and virtual labs were provided. (Action Plans 1.2, 1.3)
 - Implemented fine arts and cultural experiences for students, in collaboration with partners and volunteers. (Action Plan 2.1)
 - A teacher performance evaluation system was designed by a broad-based team of teachers, administrators and staff members for implementation in 2012-13 and comprehensive training plans developed and implemented. (Action Plans 3.6, 3.1, 1.11)
 - A comprehensive rezoning process took place. (Action Plan 1.10)

- Middle School Renaissance provided mentors and EduLead training for principals and after-school programming for students. More than 500 corporate and non-profit volunteers worked with our students. (Action Plan 1.7, 1.6)
- Partnerships were expanded and aligned with district strategic objectives. The number of partnerships increased by 11% over last year. (Action Plans 1.9, 5.1, 5.3, 5.4, 5.7, 6.4)
- Additional sports were added to the array of athletic options available to middle and high school students, to include soccer, basketball, cheerleading, football, track/field, softball, baseball, wrestling, volleyball, tennis, golf. (Action Plan 2.2)
- School climate surveys for use in developing improvement plans and bullying prevention programs were piloted in selected schools. (Action Plan 2.6)
- Responsibilities in Human Resources were redefined, the orientation for new employees was revised, and staff satisfaction surveys were administered and results were analyzed. (Action Plans 3.4, 3.5, 6.7)
- Desktop computers migrated to Active Directory and Windows 7, elementary schools converted to a new student information system, and all staff received training in the new applications. (Action Plan 4.3)
- Multiple avenues were used to communicate with staff, parents, and the community, including e-mail, ParentLink, Facebook, and Twitter. (Action Plans 5.2, 6.1)
- The revision of the facilities master plan is in progress. (Action Plan 4.1)

2012-13 Strategic Planning Initiatives

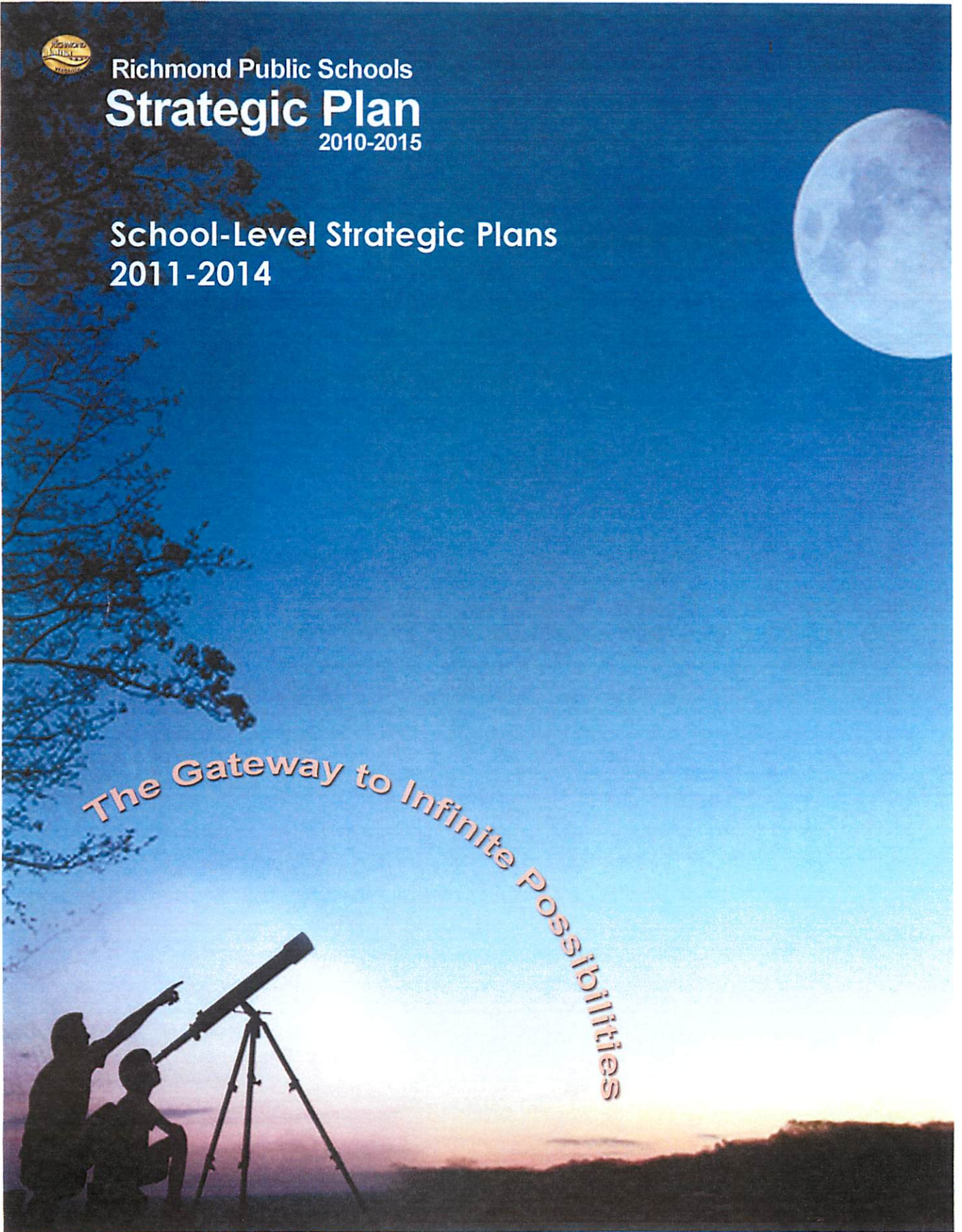
- School-level strategic planning will be expanded to 12 additional schools.
Elementary: Broad Rock, Fox, Greene, Jones, Munford, Stuart, Woodville
Middle: Brown, Elkhardt
High: Franklin, Richmond Community, Wythe
- Implementation/execution of school-level strategic plans at the six 2011-12 schools will be monitored and supported.
- The district-level strategic planning team will reconvene to conduct a comprehensive review of the 2010-15 Strategic Plan



Richmond Public Schools
Strategic Plan
2010-2015

School-Level Strategic Plans
2011-2014

The Gateway to Infinite Possibilities



**Richmond Public Schools
School-Level Strategic Plans 2011-2014**

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Richmond Public Schools School-Level Strategic Planning

Introduction

During the 2011-12 school year, the Richmond Public Schools extended strategic planning to the school level. Six schools, three elementary and three high schools were selected to pilot the process at the school level. Participating schools were (elementary) John B. Cary, Chimborazo, Oak Grove/Bellemeade and (high) Huguenot, John Marshall, Thomas Jefferson. Each school's principal identified a "site coordinator" for strategic planning and all twelve individuals received a two-day introduction to strategic planning by facilitators from Cambridge Strategic Services, a leader in strategic planning for educational systems. Following this initial training session, the principals and their site coordinators formed their school's strategic planning team and scheduled the initial and follow-up meetings of their respective planning teams.

Using the Richmond Public Schools' strategic plan as its context, each of the school's strategic planning teams met for a one- or two-day session to develop a draft strategic plan. Elements of the draft plans included:

1. **Beliefs** – An expression of fundamental values, ethical code, overriding convictions, inviolable principles. Every school's strategic planning team reviewed and adopted the district's statement of beliefs.
2. **Mission** – Highest aspiration and purpose of the school, a declaration of the unique identity to which the school aspires, its specific purpose, and the means by which it will achieve its purpose. Each school's strategic planning team developed its own unique mission.
3. **Objectives** – An uncompromising commitment to achieve specific, measurable, observable, or demonstrable results that exceed current capability. Each school's strategic planning team identified unique objectives for the school.
4. **Parameters** – Boundaries within which the school will accomplish its mission; self-imposed limitations. Each strategic planning team reviewed and accepted the district-developed parameters.
5. **Tactics** – Bold resolutions that dedicate the school's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives. Each school's strategic planning team developed tactics directly from the school's mission and objectives.

Following the initial meeting of each school's strategic planning team, the principal and site coordinator identified action team leaders and members to develop action plans for each of the tactics. Action team leaders received training, convened their teams, and developed their plans. At the end of the school year, each school's strategic planning team reconvened to receive the action plans and accept or recommend revisions of them. The following sections contain the strategic plan and action plans for each of the six schools.

Chimborazo Elementary School: Proposed PYP School Strategic Plan



<p>Beliefs <i>An expression of fundamental values, ethical code, overriding convictions, inviolable principles</i></p>	<p>We believe that . . .</p> <ol style="list-style-type: none"> 1. Relationships built on honesty and mutual respect create responsible and effective communities. 2. Diversity is our strength; unity is our power. 3. Equity is the prerequisite for community vitality. 4. Everyone has worth and value and is integral to society. 5. Mental, emotional, physical, and spiritual health are essential for optimal learning. 6. High expectations are required to achieve goals, hopes, and dreams. 7. High quality education produces responsible citizens and vibrant communities. 8. Teaching and learning are essential to the human experience of growth and change. 9. Embracing change opens doors of possibilities. 10. Education is the shared responsibility of the entire community.
<p>Mission <i>Highest aspiration and purpose of the school; a declaration of the unique identity to which the school aspires, its specific purpose, and the means by which it will achieve its purpose</i></p>	<p>The mission of Chimborazo Elementary School, as a foundation for infinite possibilities, is for highly qualified, competent and passionate educators to prepare all students to become productive, enthusiastic, inquisitive and critical thinkers who have good moral values and are inspired through endless possibilities in a global society, supported by families and communities.</p>
<p>Objectives <i>An uncompromising commitment to achieve specific, measurable, observable, or demonstrable results that exceed current capability</i></p>	<ol style="list-style-type: none"> 1. Each student will transition to middle school as a thoughtful reader, an effective writer, a critical thinker and a creative problems solver. 2. Each student will achieve personal excellence by discovering and developing extraordinary potential based on unique interests and talents. 3. Each student will be a responsible citizen who has an awareness of the global needs of the community and contributes time to help others.
<p>Parameters <i>Boundaries within which the school will accomplish its mission; self-imposed limitations</i></p>	<ol style="list-style-type: none"> 1. We will base decisions on what is best for students. 2. We will honor relationships and treat all people with dignity and respect. 3. We will ensure a culture of integrity. 4. We will be responsible stewards of our resources. 5. We will practice and promote open, honest communication. 6. We will not compromise excellence.
<p>Tactics <i>Bold resolutions that dedicate the school's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives</i></p>	<ol style="list-style-type: none"> 1. We will develop and implement engaging, innovative, and rigorous curriculum that will optimize learning. 2. We will adopt a system-wide approach to inspire and empower students beyond traditional academics. 3. We will engage all facets of the community as partners and align people and resources strategically to maximize impact.
<p>Strategic Planning Team</p>	<p>Staff: Mrs. Cheryl Burke, Principal; Mrs. Karen Harrell, Internal Lead; Mrs. Najah Ahiable; Ms. Stephanie Baltrip; Ms. Jacqueline Chrisp; Ms. Deandra Dixon; Mrs. Donna Fout; Ms. Shirley Johnson; Ms. Sonata Koger;</p> <p>Parents: Ms. Michelle Macklin, PTA President; Ms. Lawson Wijesooriya</p> <p>Community Partners: Ms. Barbara Branch; Mr. Quinton Brown; Rev. Ben Campbell; Rev. Dr. Anthony Chandler; Ms. Penny Ferris; Ms. Tiffany Hall; Mr. Mario Haskett; Mr. William McGee; Ms. Kaitlin Roberts; Ms. Monica Robinson; Dr. Lawrence Woodson</p>

Chimborazo Elementary School: Proposed PYP School Strategic Plan



1. We will develop and implement engaging, innovative, and rigorous curriculum that will optimize learning.

Action Plan 1.1

Transdisciplinary Teaching: Become a PYP International Baccalaureate School

Action Plan 1.2

Technology Literacy: Students and teachers will use up-to-date technology to gather, evaluate, and use information, broaden world view and communicate ideas creatively and effectively.

Action Plan 1.3

Staff Development-Teacher Education: Equip teachers with the skills to teach in a transdisciplinary environment.

2. We will adopt a system-wide approach to inspire and empower students beyond traditional academics.

Action Plan 2.1

Prepare parents to support their children in making the transitional period from elementary to middle school positive.

Action Plan 2.2

Teachers will receive staff development training that will enhance their understanding of elementary school student transitioning.

Action Plan 2.3

Students will become more acclimated in middle school setting through participation in the Buddy System.

3. We will engage all facets of the community as partners and align people and resources strategically to maximize impact.

Action Plan 3.1

Establish categories of need and develop communication strategies, task groups, and leadership to support the Chimborazo School Community in implementing identified projects.

Action Plan 3.2

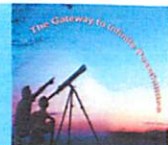
Organize both a Back to School Partner Orientation and Summer Enrichment Fair (spring) to engage students, teachers, and parents in educational and cultural opportunities for increase programming and resource access.

Action Plan 3.3

Build relationships between school leadership and partner leadership in order to better serve the needs of the Chimborazo community.

John B. Cary Elementary School: A NASA Explorer School

Strategic Plan



<p>Beliefs <i>An expression of fundamental values, ethical code, overriding convictions, inviolable principles</i></p>	<p>We believe that . . .</p> <ol style="list-style-type: none"> 1. Relationships built on honesty and mutual respect creates responsible and effective communities. 2. Diversity is our strength; unity is our power. 3. Equity is the prerequisite for community vitality. 4. Everyone has worth and value and is integral to society. 5. Mental, emotional, physical, and spiritual health is essential for optimal learning. 6. High expectations are required to achieve goals, hopes, and dreams. 7. High quality education produces responsible citizens and vibrant communities. 8. Teaching and learning are essential to the human experience of growth and change. 9. Embracing change opens doors of possibilities. 10. Education is the shared responsibility of the entire community.
<p>Mission <i>Highest aspiration and purpose of the school; a declaration of the unique identity to which the school aspires, its specific purpose, and the means by which it will achieve its purpose</i></p>	<p>The mission of John B. Cary, NASA Explorer School, the Launchpad to infinite possibilities is to instill in students a love for lifelong learning by providing challenging, engaging, and real world experiences guided by highly qualified, passionate, and global educators in partnership with families and communities.</p>
<p>Objectives <i>An uncompromising commitment to achieve specific, measurable, observable, or demonstrable results that exceed current capability</i></p>	<ol style="list-style-type: none"> 1. Every student will be a confident and independent learner who develops ownership of his or her own education throughout life. 2. Every student will develop leadership qualities in order to become a responsible, productive and participating member of the school and community.
<p>Parameters <i>Boundaries within which the school will accomplish its mission; self-imposed limitations</i></p>	<ol style="list-style-type: none"> 7. We will base decisions on what is best for students. 1. We will honor relationships and treat all people with dignity and respect. 2. We will ensure a culture of integrity. 3. We will be responsible stewards of our resources. 4. We will practice and promote open, honest communication. 5. We will not compromise excellence.
<p>Tactics <i>Bold resolutions that dedicate the school's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives</i></p>	<ol style="list-style-type: none"> 1. Learning Experiences: NASA/STEM (4 Year Plan) – K-8 <ol style="list-style-type: none"> a. Planning Year 2012-2013 b. Implementation Year for 2013-2014 Grade 6 c. Implementation Year for 2014-2015 Grade 7 d. Implementation Year for 2015-2016 Grade 8 2. Enrollment/School Choice: PR Campaign for the School
<p>Strategic Planning Team</p>	<p><i>Staff:</i> Brenda Phillips, Sherita Holoman, Tawana Mason, Gwendolyn Brown, Heather Lackey, Heather Smith, Mary Joy Gacayan, Wanda Johnson, Patricia Ashley, *Goldie Robinson, Jannie Mosby, Susan Freeze, Cheri Manning, Meaghan Farrell</p> <p><i>Parents:</i> Darryl Rivers, Shanika Hill, Shayla Pierce, *De'Ionne Cheatham, Marjorie Menacker, Graham Parlow, Debra Fleshman</p> <p><i>Community Partners:</i> Beth Ann Lucas, Greek Orthodox Cathedral Anna McClenney, Fifth Baptist Church Eva Brinkley, Retired Educator *Denotes Action Team Leader</p>

John B. Cary Elementary School: A NASA Explorer School Strategic Plan



1. Learning Experiences: NASA/STEM 4-Year Plan, K-8

Action Plan 1.1

We will implement a K-8 program for student leadership and academic excellence that maintains creativity, cultivates self-worth, and prepares students for active participation in the global market place.

Action Plan 1.2

We will Implement *The Leader in Me* as a whole school leadership model.

Action Plan 1.3

We will engage in specific, strategic professional development at each grade level.

Action Plan 1.4

We will incorporate academic and business partners when planning school related activities.

Action Plan 1.5

We will implement a facilities plan to provide first class science technology education.

Action Plan 1.6

We will plan and execute NASA/STEM Nights for parents, students and the community.

Action Plan 1.7

We will have a stated capacity for our program for 400 students while meeting the needs of a diverse group of learners.

2. Enrollment/School Choice: PR Campaign for the School

Action Plan 2.1

We will update information on our school website for students, parents, community partners, and alumni.

Action Plan 2.2

We will implement a media packet to distribute information on the school.

Action Plan 2.3

We will promote ourselves to parents, merchants, community partners, and the business community throughout the City.

Oak Grove-Bellemeade: Teamwork Makes the Dream Work

Strategic Plan



<p>Beliefs <i>An expression of fundamental values, ethical code, overriding convictions, inviolable principles</i></p>	<p>We believe that . . .</p> <ol style="list-style-type: none"> 1. Relationships built on honesty and mutual respect create responsible and effective communities. 2. Diversity is our strength; unity is our power. 3. Equity is the prerequisite for community vitality. 4. Everyone has worth and value and is integral to society. 5. Mental, emotional, physical, and spiritual health are essential for optimal learning. 6. High expectations are required to achieve goals, hopes, and dreams. 7. High quality education produces responsible citizens and vibrant communities. 8. Teaching and learning are essential to the human experience of growth and change. 9. Embracing change opens doors of possibilities. 10. Education is the shared responsibility of the entire community.
<p>Mission <i>Highest aspiration and purpose of the school; a declaration of the unique identity to which the school aspires, its specific purpose, and the means by which it will achieve its purpose</i></p>	<p>This mission of Oak Grove-Bellemeade is to create a pathway to lifetime success where students thrive and grow to their full potential through respect and challenging, engaging learning experiences guided by highly qualified, passionate educators in partnership with families and communities.</p>
<p>Objectives <i>An uncompromising commitment to achieve specific, measurable, observable, or demonstrable results that exceed current capability</i></p>	<ol style="list-style-type: none"> 1. Each student will graduate ready for middle school as a thoughtful reader, effective writer, critical thinker, and a creative problem solver. 2. Each student will become a responsible citizen and achieve personal excellence by discovering and developing potential based on unique needs and talents.
<p>Parameters <i>Boundaries within which the school will accomplish its mission; self-imposed limitations</i></p>	<ol style="list-style-type: none"> 1. We will base decisions on what is best for students. 2. We will honor relationships and treat all people with dignity and respect. 3. We will ensure a culture of integrity. 4. We will be responsible stewards of our resources. 5. We will practice and promote open, honest communication. 6. We will not compromise excellence.
<p>Tactics <i>Bold resolutions that dedicate the school's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives</i></p>	<ol style="list-style-type: none"> 1. We will implement engaging, innovative, and rigorous learning experiences that will optimize learning beyond traditional academics (Learning Experiences) 2. We will engage all facets of the community and align them to accomplish the mission and objectives (Partnerships)
<p>Strategic Planning Team</p>	<p>Staff: Jannie Laursen, Niki Simms, Veola Glover, Jamie Leech, Jamie Doswell, Christy Deonanan, Zina Harper, Margaret Ebbs, Sonia Sorrell, Jennifer Moreno, Sharika Joynes, Karla Evans, and Denise Burleigh Parents: Tomeka Jones Community Partners: Bob Argabright, Marshal Shuler</p>
<p>Action Team Participants</p>	<p>Staff: Jannie Laursen, Niki Simms, Nicole Fitzgerald, Jacqueline Robinson, Veola Glover, Jamie Leech, Jamie Doswell, Christy Deonanan, Zina Harper, Margaret Ebbs, Sonia Sorrell, Jennifer Moreno, Sharika Joynes, Karla Evans, Catrona Hill-Charity, Jill Diefenbach, and Denise Burleigh Community: Bob Argabright, Marsha Shuler, Barbara Newlin, Tomeka Jones, Susan Roberson, Albert Reid, Mary Hetzel, Pam Carnahan, Susan Smith, Beth Noakes, Dan Nichols, Deborah Griffin, Margaret Overton, Wallace Parham, Carol Obrochta, Tom Debolt, Barbara Goode, Louise McQueen, Dick Mateer, Mickey Mateer, Karen Firehock, Jill Hunter, Dominic Barrett, Colleen McCabe</p>

Oak Grove-Bellemeade: Teamwork Makes the Dream Work Strategic Plan



1. Learning Experiences

We will implement engaging, innovative, and rigorous learning experiences that will optimize learning beyond traditional academics.

Action Plan 1.1

An integrated inquiry based curriculum incorporating real world challenges and 21st century skills will be created to increase "peak learning experiences" for all students' success.

Action Plan 1.2

The arts and humanities will be influential in extending learning beyond traditional academics and promote positive interactions between students, faculty, parents, and the community.

Action Plan 1.3

A professional learning community that focuses on knowledge, skills, and application of 21st century skills and learning strategies resulting in increased achievement.

Action Plan 1.4

Develop an instructional calendar that will extend across 12 months with a flexible daily schedule.

2. Partnerships

We will engage all facets of the community and align them to accomplish the mission and objectives.

Action Plan 2.1

Strengthen Community-School Engagement/Relationships and Increase Community Involvement.

Action Plan 2.2

Strengthen Family and Community Support/Increase Parent Involvement.

Action Plan 2.3

Establish a Family Support Center – Onsite Family Health Clinic/Strengthen Family and Community Support.

Action Plan 2.4

Engage Families in Early Childhood Development/School Readiness to Increase School Success.

Huguenot High School: Science, Technology, Engineering, Math Academy Strategic Plan



<p>Beliefs <i>An expression of fundamental values, ethical code, overriding convictions, inviolable principles</i></p>	<p>We believe that . . .</p> <ol style="list-style-type: none"> 1. Relationships built on honesty and mutual respect create responsible and effective communities. 2. Diversity is our strength; unity is our power. 3. Equity is the prerequisite for community vitality. 4. Everyone has worth and value and is integral to society. 5. Mental, emotional, physical, and spiritual health are essential for optimal learning. 6. High expectations are required to achieve goals, hopes, and dreams. 7. High quality education produces responsible citizens and vibrant communities. 8. Teaching and learning are essential to the human experience of growth and change. 9. Embracing change opens doors of possibilities. 10. Education is the shared responsibility of the entire community.
<p>Mission <i>Highest aspiration and purpose of the school; a declaration of the unique identity to which the school aspires, its specific purpose, and the means by which it will achieve its purpose</i></p>	<p>The mission of Huguenot High School is to empower all students with academic and social skills necessary to thrive as productive citizens in the global community by ensuring vibrant learning experiences that maximize their abilities, interests, and talents.</p>
<p>Objectives <i>An uncompromising commitment to achieve specific, measurable, observable, or demonstrable results that exceed current capability</i></p>	<ol style="list-style-type: none"> 1. Each student will be prepared to enter college, pursue a career or enlist in military service. 2. Each student will discover and develop his/her potential based on unique interests and talents. 3. Each student will be a socially responsible citizen of the school community. 4. Each student will attain skills and knowledge to achieve personal goals with integrity, passion, and confidence.
<p>Parameters <i>Boundaries within which the school will accomplish its mission; self-imposed limitations</i></p>	<ol style="list-style-type: none"> 1. We will base decisions on what is best for students. 2. We will honor relationships and treat all people with dignity and respect. 3. We will ensure a culture of integrity. 4. We will be responsible stewards of our resources. 5. We will practice and promote open, honest communication. 6. We will not compromise excellence.
<p>Tactics <i>Bold resolutions that dedicate the school's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives</i></p>	<ol style="list-style-type: none"> 1. We will organize opportunities beyond school hours to address the needs of our student population. 2. We will aggressively address the literacy needs of our students. 3. We will aggressively address the behavioral issues of our students.
<p>Strategic Planning Team</p>	<p>Staff: Jacqueline Baker, Wayne Booker, Tracey Coles, Jamie Graves, Audrey Holmes, Dr. Cindy Klevickus, Shawn Knight, Keith Lorenz, Dr. Tyrus Lyles, Ruth Mason, Joanne Ortiz, Jason Riley, SSG Teresa Rosier, Sharrin Saintil, Zymora Scott, Talunda Walker, Charles Johnson, Sharrin Saintil, Ashley Short, Dario Charles, and Winter Paul</p> <p>Parents: Gary Callis Sr.</p> <p>Community Partners: Communities in Schools, Federal Reserve Bank of Richmond, Target Inc., Martin's Food and Drug Store, University of Virginia (Center for Diversity in Engineering) and Resources Mother's Program</p>

Huguenot High School: Science, Technology, Engineering, Math Academy Strategic Plan



1. We will organize opportunities beyond school hours to address the needs of our student population.

Action Plan 1.1

Academic Support: Building-wide periods (Study Halls) will be incorporated into the pre-school and post-school day that will increase student access to intellectual and academic enrichment opportunities.

Action Plan 1.2

Academic Support: Availability of tutorial services will be increased.

Action Plan 1.3

Academic Support: We will improve student access to computers & printers.

Action Plan 1.4

Life Skills: We will increase the work-readiness and life-preparedness of our students through an expanded Personal Finance curriculum.

Action Plan 1.5

Life Skills: We will improve the dietary choices of our students by providing nutritional alternatives to fast food and junk food after school.

Action Plan 1.6

Life Skills: We will foster greater cultural sensitivity within the school.

Action Plan 1.7

Activities Programming: We will increase the number of club offerings.

Action Plan 1.8

Activities Programming: We will increase the number of interscholastic activities offerings.

Action Plan 1.9

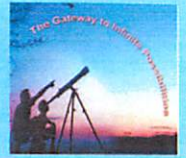
Activities Programming: We will work to improve school spirit.

2. We will aggressively address the literacy needs of our students.

Action Plan 2.1

We will implement a meaningful literacy block that includes whole group instruction, flexible small group instruction and literacy work stations.

Huguenot High School: Science, Technology, Engineering, Math Academy Strategic Plan



Action Plan 2.2

We will develop and implement a Response to Intervention (RTI) plan, beginning with strong first teaching and targeted intervention, using a three-tier framework as a model for instruction.

Action Plan 2.3

We will introduce, provide training, and support the implementation of the 2010 English Standards of Learning.

3. We will aggressively address the behavior issues of our students.

Action Plan 3.1

We will create a culture to support and encourage our students to behave in a positive manner where they all can learn and feel protected in a safe and orderly environment (i.e., change the negative behavior displayed by our students while upholding the expectations of our discipline policy to enhance positive behaviors).

John Marshall High School: Strategic Plan



<p>Beliefs <i>An expression of fundamental values, ethical code, overriding convictions, inviolable principles</i></p>	<p>We believe that . . .</p> <ol style="list-style-type: none"> 1. Relationships built on honesty and mutual respect create responsible and effective communities. 2. Diversity is our strength; unity is our power. 3. Equity is the prerequisite for community vitality. 4. Everyone has worth and value and is integral to society. 5. Mental, emotional, physical, and spiritual health are essential for optimal learning. 6. High expectations are required to achieve goals, hopes, and dreams. 7. High quality education produces responsible citizens and vibrant communities. 8. Teaching and learning are essential to the human experience of growth and change. 9. Embracing change opens doors of possibilities. 10. Education is the shared responsibility of the entire community.
<p>Mission <i>Highest aspiration and purpose of the school; a declaration of the unique identity to which the school aspires, its specific purpose, and the means by which it will achieve its purpose</i></p>	<p>The mission of John Marshall High School, one of RPS's gateways to infinite possibilities, is to lead and nurture our students to extraordinary, honorable lives as inspirational, global leaders who shape the future with intellect, integrity, and compassion through challenging, engaging learning experiences guided by highly qualified, passionate educators and role models in partnership with families and communities.</p>
<p>Objectives <i>An uncompromising commitment to achieve specific, measurable, observable, or demonstrable results that exceed current capability</i></p>	<ol style="list-style-type: none"> 1. Each student will graduate ready for college and career as a thoughtful reader, and effective writer, a critical thinker, and a creative problem solver. 2. Each student will achieve personal excellence by discovering and developing extraordinary potential based on unique interests and talents. 3. Each student will be a socially responsible citizen who leads the building of a sustainable global community. 4. Each student will have the undeniable audacity to fulfill dreams with integrity, passion, and confidence to positively impact the world.
<p>Parameters <i>Boundaries within which the school will accomplish its mission; self-imposed limitations</i></p>	<ol style="list-style-type: none"> 1. We will base decisions on what is best for students. 2. We will honor relationships and treat all people with dignity and respect. 3. We will ensure a culture of integrity. 4. We will be responsible stewards of our resources. 5. We will practice and promote open, honest communication. 6. We will not compromise excellence.
<p>Tactics <i>Bold resolutions that dedicate the school's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives</i></p>	<ol style="list-style-type: none"> 1. We will develop and implement engaging, innovative, and rigorous curriculum that will optimize learning by centering on an identified career choice that will be implemented in all subject areas for the entire four years of secondary education. 2. We will adopt a school-wide approach to inspire and empower students beyond traditional academics by identifying students' unique interests and needs and assessing their comprehensive knowledge through student-centered portfolios. 3. We will recruit all facets of the community, such as college representatives, first responders, business and governmental agencies as partners in accomplishing our mission and objectives. 4. We will create an educational and professional environment that will attract and retain the highest quality faculty, staff, and administrators.
<p>Strategic Planning Team</p>	<p>Staff: Beverly L. Britt, Cynthia Carney, James Carney, Joyce Coffee, Christina D'Angelo, Chez Hughes, Gwendolyn Jallah, Laura Ramsay, Edgar Rawles, Zachary Sissisky, Deidra Starkes, Major Deloris Turner, Carolyn Waller</p> <p>Students: Cameron Beech, Pasionnay Ramdowe</p> <p>Parents: Cheryl Christian, Vernon Clement, Sala Powell</p> <p>Community Partners: Michael Brooks, John Bucher, Lillian Carter, Rev. Dr. Angelo Chatmon, Veronica Cosby, Charles Johnson, Monyette Martin</p>

John Marshall High School: Strategic Plan



- 1. Develop and implement engaging, innovative, and rigorous curriculum that will optimize learning by centering on a student's identified skills and interests that will be implemented in all subject areas for the entire four years of secondary education.**

Action Plan 1.1

Develop in-school teacher development program, including a school-wide professional development program to be held during held once a month after school centering on technology and best practices.

Action Plan 1.2

Feature "T³" (tips, tricks, and techniques) during the first 15 minutes of each faculty meeting to provide peer professional development for teachers.

Action Plan 1.3

Create a John Marshall Technology Plan.

Action Plan 1.4

Expand elective course options by developing semester-long half-credit electives in the John Marshall Master Schedule.

Action Plan 1.5

John Marshall teachers with SMART access will be required to submit a SMART-based lesson plan each 9 weeks.

Action Plan 1.6

Establish and implement team planning for all academic areas.

Action Plan 1.7

Develop a monthly interactive symposium called "JMT²" (John Marshall Think Tank) to bring in guests from the community to present on various issues.

- 2. We will adopt a school- wide approach to inspire and empower students beyond traditional academics by identifying students' unique interests and needs and assessing their comprehensive knowledge through student- centered portfolios.**

Action Plan 2.1

Develop an electronic/alternative portfolio protocol that provides each student an opportunity to collect evidence that supports their academic achievement and unique interests and provide school wide opportunities for presenting academic and extracurricular achievement through a variety of collection and presentation methods and opportunities.

John Marshall High School: Strategic Plan



- 3. We will recruit all facets of the community, such as college representatives, first responders, business and governmental agencies as partners in accomplishing our mission and objectives.**

Action Plan 3.1

Develop and maintain an evaluation system for community based programs at John Marshall High School.

Action Plan 3.2

Develop comprehensive community engagement and implement programs which will align with accomplishing the school mission and objectives.

Action Plan 3.3

Develop and enhance communication with the community about formal and diverse learning opportunities at John Marshall.

Action Plan 3.4

Promote and develop more cultural enrichment programs aligned with SOL's for John Marshall students and partner with the community to collaborate on resources and programs.

Action Plan 3.5

Establish an incentive/recognition program to reward and show appreciation to community based partners, volunteers and parents; who consistently demonstrate high standards of professionalism and support to John Marshall.

- 4. We will create an educational and professional environment that will attract and retain the highest quality faculty, staff, and administrators.**

Action Plan 4.1

Develop and maintain a brand for John Marshall that establishes a unified community and cultivates a positive and professional atmosphere.

Action Plan 4.2

Create and implement standards and expectations for high quality performance for faculty, staff, and administration.

Action Plan 4.3

Establish an incentive program to reward faculty and staff who consistently demonstrate the highest standards of professionalism.

Action Plan 4.4

Revise and implement teacher induction program for teachers new to John Marshall.

John Marshall High School: Strategic Plan



Action Plan 4.5

Establish JMHS University to serve as our professional learning community.

Thomas Jefferson High School:

A Committed Community

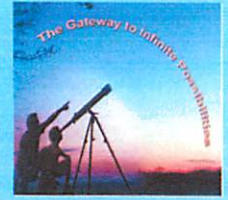
of Families, Students, Staff, Neighbors, and Businesses

Strategic Plan



<p>Beliefs <i>An expression of fundamental values, ethical code, overriding convictions, inviolable principles</i></p>	<p>We believe that . . .</p> <ol style="list-style-type: none"> 1. Relationships built on honesty and mutual respect create responsible and effective communities. 2. Diversity is our strength; unity is our power. 3. Equity is the prerequisite for community vitality. 4. Everyone has worth and value and is integral to society. 5. Mental, emotional, physical, and spiritual health are essential for optimal learning. 6. High expectations are required to achieve goals, hopes, and dreams. 7. High quality education produces responsible citizens and vibrant communities. 8. Teaching and learning are essential to the human experience of growth and change. 9. Embracing change opens doors of possibilities. 10. Education is the shared responsibility of the entire community.
<p>Mission <i>Highest aspiration and purpose of the school; a declaration of the unique identity to which the school aspires, its specific purpose, and the means by which it will achieve its purpose</i></p>	<p>The mission of Thomas Jefferson High School, a committed community of families, students, staff, neighbors, and businesses, is to promote wholistic student growth which recognizes the value of every student and enables all to reach their infinite possibilities through challenging, engaging learning experiences mentored by highly qualified, passionate people.</p>
<p>Objectives <i>An uncompromising commitment to achieve specific, measurable, observable, or demonstrable results that exceed current capability</i></p>	<ol style="list-style-type: none"> 1. Each student will be given the opportunity and access through mentoring to grow personally and academically. 2. Each student will have the opportunity to expand interests and horizons through expanded and broadened community relationships.
<p>Parameters <i>Boundaries within which the school will accomplish its mission; self-imposed limitations</i></p>	<ol style="list-style-type: none"> 1. We will base decisions on what is best for students. 2. We will honor relationships and treat all people with dignity and respect. 3. We will ensure a culture of integrity. 4. We will be responsible stewards of our resources. 5. We will practice and promote open, honest communication. 6. We will not compromise excellence.
<p>Tactics <i>Bold resolutions that dedicate the school's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives</i></p>	<ol style="list-style-type: none"> 1. Thomas Jefferson will design and implement an educational environment conducive to rigorous academic teaching and learning. 2. Thomas Jefferson High School will adopt a school-wide plan to inspire and empower students beyond traditional academics. 3. Thomas Jefferson High School will identify, expand, and develop relationships with and redirect community resources in order to more effectively utilize them so that students will grow personally and academically.
<p>Strategic Planning Team</p>	<p>Staff: Tanya Roane, Principal – Chair, Susan Walsh – Internal Coordinator, Anita Anderson, Lydia Barrett, Aisha Burgo, Lauren Cifranic, Matthew Gorsuch, Charles Johnson, Kim Korsah, Aja McNeil, Mary Person, Mark Poley, Shawn Pettiford,</p> <p>Parents: Goldie Robinson</p> <p>Community Partners: Dave Ballard, Father Geoff Copeland, Pastor Derricott</p>

Thomas Jefferson High School:
A Committed Community
of Families, Students, Staff, Neighbors, and Businesses
Strategic Plan



1. Thomas Jefferson High School will design and implement an educational environment conducive to rigorous academic teaching and learning.

Action Plan 1.1

Upgraded and Competitive Technology: Technology needs will be assessed, identified, financed and updated to current expected standards.

Action Plan 1.2

The staff will attend and actively engage in valuable and sustained staff development training that is designed to help teachers elevate the rigor in the classroom and that is universal to the building so that students attain and utilize higher order thinking, reading and writing skills.

Action Plan 1.3

The school will design a master schedule that will accommodate cooperative grade and subject-level planning, as well as, student academic needs so that teachers will plan more effectively and efficiently; curricula will be aligned vertically and horizontally, and students will have the opportunity to schedule classes that best suit their needs.

Action Plan 1.4

Thomas Jefferson High School will provide a warm, welcoming, clean and engaging environment.

Action Plan 1.5

The school will implement an approach designed to develop personal student responsibility.

Action Plan 1.6

Unencumbered Instructional Time: Thomas Jefferson High School will design a system in which the largest percentage of teacher and student time is spent on uninterrupted direct instruction and learning.

2. TJHS will adopt a school-wide plan to inspire and empower students beyond traditional academics.

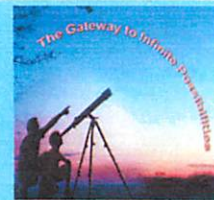
Action Plan 2.1

The school will increase student participation in school-based extra-curricular activities including but not limited to sports, clubs, and performing arts.

Action Plan 2.2

The school will increase student participation in non-school-based activities including, but not limited to contests, competitions, conferences, workshops, camps, courses or classes, college exploration, community service, student travel, field trips unrelated to classes, mentoring and

Thomas Jefferson High School:
A Committed Community
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Strategic Plan



tutoring programs, career training, internships, employment assistance, visual or performing arts, public events, and/or community organizations.

Action Plan 2.3

The school will provide increased recognition for student accomplishments and/or participation in school- and non-school-based extra-curricular or educational activities.

Action Plan 2.4

The school will restructure or redirect the school organization and resources to improve and increase communication with students, parents, faculty, and the community about student activities.

3. Thomas Jefferson High School will identify, expand, and develop relationships with and redirect community resources in order to more effectively utilize them so that students will grow personally and academically.

Action Plan 3.1

There will be an interactive and comprehensive list of available community resources, as well as specific needs within the school for teachers and students.

Action Plan 3.2

A one-time survey will be administered to students, staff, and parents to determine needs and current awareness of existing programs and community resources.

Action Plan 3.3

Each Spring, an online survey will be administered to faculty and staff and a sample of students, parents, and community members to identify and prioritize the needs of students and evaluate the effectiveness and efficacy of available resources.

Action Plan 3.4

There will be a clearly defined process for community members to get involved and donate resources, as well as clearly stated needs within the school.

Action Plan 3.5

Social media accounts will be created and maintained in an effort to expand and promote community involvement and awareness.

Action Plan 3.6

Recognition will be given to donors and volunteers to publicly show appreciation and maintain relationships.

Action Plan 3.7

Students will engage in meaningful community service.