



**Strategic Priorities w/ SY2020 Goals**  
**January 2018**

Strategic priorities were crafted through a variety of inputs including the district’s most recent strategic plan (2016) as well as information gathered and considered across the 2018/2019 school year (including the superintendent’s 100 Day entry plan and summary report). Priorities were specifically crafted to align with our district’s mission and vision. More specifically, these priorities are considered the *optimal state*, meaning, these statements will be true when our district has reached an optimal level of performance.

Our strategic priorities include two distinct but interrelated areas. Teaching and Learning priorities are most specifically aligned with our core educational responsibilities as a school district. Management and Operational priorities are more foundational in nature and support the educational environment of our schools.

**Strategic Priorities**

**Teaching and Learning**

*Ensure that each HSD student is engaged in learning opportunities that are authentic, meaningful, and relevant*

*Ensure that every HSD graduate has multiple career, college or service options available to them upon high school graduation*

*Ensure a culture of interdependence exists on every HSD campus in which self-awareness, self-regulation, social awareness, and collaboration are taught and continually fostered as necessary 21<sup>st</sup> Century skills.*

**Management and Operations**

*Ensure that the learning of every HSD student and employee is supported by a school facility that is safe, healthy and neutral to additive to optimal student learning*

*Ensure an aligned, balanced and sustainable budget supports the varied needs of our students while providing predictability and consistency for our HSD colleagues and community.*

*Ensure that each HSD stakeholder receives and has access to timely, informative and relevant school and district information via a varied communications platform*

**Near-Term Goals:**

As improvement is a rarely linear process, a series or succession of goals is largely theoretical until certain primary accomplishments are attained. For this reason, goals in alignment with priorities have been outlined but for the 2019/2020 school year, we will focus our efforts and resources on designated near-term efforts that drive improvement in real time. As part of our continuous improvement cycle, future goals and actions are contingent on our present progress. Therefore, future goals beyond SY2020 will be determined in advance of forthcoming school years.

**Assessments and Target Outcomes**

Priorities and related goals include assessments that, by design, measure our progress. While several assessments already exist, there are a number of areas in which we will need to identify new measures. Adding student assessments that take away from instructional time is counter-productive, therefore, we will need to consider new or repurposed measures. For existing measures, statistical baselines and targeted outcomes can be established. For new or repurposed measures, statistical baselines must first be established before successive, targeted outcomes can be considered. For each priority below, assessments have been named. Statistical baseline data and targeted outcomes remain forthcoming.

### ***Operational Plans: Deliverables, Timelines and Accountability and Communication***

Operational plans are required for each listed priority. While largely internal in nature, these plans frame important project management aspects including deliverables, leads, and delivery dates. Communication structures and the frequency of project-specific communication is an ongoing area of development. Communication structures will be updated as plans are finalized.

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#### **Genre: Teaching and Learning**

**Strategic Priority:** Ensure that each HSD student is engaged in learning opportunities that are authentic, meaningful, and relevant.

#### **SY2020 Goals:**

- Ensure that the learning every student, the instruction of every educator and the care of every parent is supported by a district-wide academic platform that includes 1) essential standards, 2) aligned proficiency scales, and 3) leveled curricular resources (both print and digital) available 24/7
- Expand data platform to include regular progress monitoring as an integral part of each school's instructional framework
- Explore, pilot and implement additional reading interventions targeted for intermediate elementary students

#### **Assessments:**

- (NEED) Measures to evaluate student connectedness
- (NEED) Percentage or rate of HSD students annually achieving or exceeding one year of growth on local assessments
- Percentage of HSD students scoring at/above grade level on local assessments, state assessments, and the ACT

#### **Sources:**

- 2016 Strategic Plan (Goals A1 and B2)
- 100 Day Snapshot (Long-Term Areas of Opportunity – Reach Through Relevance)
- 2019 Evaluation (Macro Strategic Priorities – Continued Development of Academic Program)

#### **Genre: Teaching and Learning**

**Strategic Priority:** Ensure that every HSD graduate has multiple career, college or service options available to them upon high school graduation.

#### **SY2020 Goals:**

- Realign statistical benchmarks to ensure alignment with college/career/service options upon graduation
- Revisit the current design, function and the social/emotional, physical and academic outcomes of middle school to ensure vertical alignment between elementary, high school and post-high school options. Explore and draft an intended design process for spring implementation
- Expand curricular and professional development efforts designed to ensure cross-curricular writing at the middle and high school levels
- Explore, design and implement course patterning that ensures that students remain on-track through Algebra II

#### **Assessments:**

- (NEED) Percentages of HSD graduates that are enrolled and continuing their learning in 1) a four-year college/university, 2) a two-year college, 3) military service, 4) an accredited career education program (technical, agriculture, culinary, etc.)
- (NEED) Annual gap closure rate for students considered below grade level proficiency
- Percentage of HSD students scoring at/above grade level on local assessments, state assessments, and the ACT

#### **Sources:**

- 2016 Strategic Plan (Goals A3 and B1)
- 100 Day Snapshot (Long-Term Areas of Opportunity – Assure Options for Every Child)
- 2019 Evaluation (Macro Strategic Priorities – Mission/Vision Attainment)

### Genre: Teaching and Learning

**Strategic Priority:** Ensure a culture of interdependence exists on every HSD campus in which self-awareness, self-regulation, social awareness, and collaboration are taught and continually fostered as necessary 21<sup>st</sup> Century skills.

**Near-Term Goal:**

- Develop a formal social/emotional health tier for each level (elementary, middle and high) that includes the formal teaching and reinforcement of proactive, researched-based programs/practices.

**Assessments:**

- (NEED) Measures to evaluate student connectedness
- (NEED) TBD

**Source:**

- 2019 Evaluation (Macro Strategic Priorities – Mission/Vision Attainment)

### Genre: Management and Operations (District Facilities)

**Strategic Priority:** Ensure that the learning of every HSD student is supported by a school facility that is safe, healthy and (neutral to additive) to their learning

**SY2020 Goal:** Update the district facilities plan to include 1) the 2017 Bond deliverables and 2) an updated demographics study in order to develop clear next steps pertaining to school facilities and attendance boundaries.

**Assessment:**

- (NEED) Updated facilities plan including clear next steps (deliverables) and timelines
- (NEED) Student, educator and parent perception data pertaining to their school facility

**Sources:**

- 2016 Strategic Plan (Goals A3 and C3)
- 100 Day Snapshot (Long-Term Areas of Opportunity – Assure Options for Every Child)
- 2019 Evaluation (Macro Strategic Priorities – Mission/Vision Attainment)

### Genre: Management and Operations (Budget/Finance)

**Strategic Priority:** Ensure an aligned, balanced and sustainable budget supports the varied needs of our students while providing predictability and consistency for our HSD colleagues and community.

**Near-Term Goal:** Update and communicate the multi-year budget model based on the approved FY2020 budget.

**Assessment:**

- Maintenance of elementary and high school district budgets at a maximum of 93%\* salary/benefits for the budgeted fiscal year.
  - \*93% for FY2020, 92% for FY2021 and 91% for FY2022

**Sources:**

- 2016 Strategic Plan (Goal D1)
- 100 Day Snapshot (Short-Term Areas in Need of Attention – Multi-Year Budget Outlook)
- 2019 Evaluation (Macro Strategic Priorities – Mission/Vision Attainment)

### Genre: Management and Operations (Communications)

**Strategic Priority:** Ensure that each HSD stakeholder receives and has access to timely, informative and relevant school and district information via a varied communications platform.

**Near-Term Goal:** Develop a district communications plans that outlines the district’s communications platform, practices, methods and targets.

**Assessment:**

- (NEED) Perception data from internal and external stakeholders pertaining to their use and satisfaction with our district’s communications platform
- (NEED) Percentages of positive, neutral and concerning media stories within a given year (July through June)

**Sources:**

- 2016 Strategic Plan (Goal F1)
- 100 Day Snapshot (Short-Term Areas in Need of Attention – Internal/External Communications)
- 2019 Evaluation (Macro Strategic Priorities – Communication Strategy)