Vision: Inspiring Learning for Life

Mission: Empowering students to be lifelong learners, responsible citizens, and stewards of the world.
Dear Ashland Community,

In January, the Ashland School District set out to develop a Strategic Plan that defines our priorities and direction and identifies how to best utilize our resources and talents. The Plan will assist all stakeholders in finding and carrying out their roles in meeting the needs of our students.

The development process included gathering and examining input from staff, parents/guardians, students, and the community. As we move forward, this District Strategic Plan will be supported by individual School Improvement Plans.

Thank you for your continued support and efforts in meeting the needs of all Ashland School District students!

Sincerely,

Kelly Raymond
Superintendent
Ashland School District

Core Values:

- **Student Focused.** We address the needs of the whole child, including their social and emotional needs, offering an enriched learning environment and a comprehensive system of supports.

- **High Academic Expectations.** We offer a variety of instruction to maximize growth, life skills, academic excellence, and to cultivate a passion for lifelong learning.

- **Diversity & Inclusion.** We value differences and the contributions of diverse students and staff. Diversity builds strength. We create an environment where all students and staff feel valued and included.

- **Equitable Opportunity.** We offer varied instruction and multi-tiered systems of support to engage students and facilitate individual student learning in order to close any achievement gaps.

- **Continuous Growth.** We believe staff must engage in ongoing relevant and evidence-based professional development in order to continue to improve teaching and learning.

- **Volunteerism.** We promote and encourage service among our stakeholders. We recognize and value the positive accomplishments that volunteers achieve by working together.
**Understanding This Document:**

- **Professional Development Opportunities (PDO):** PDO on evidence-based instructional practices will be included in the School Improvement Plans and aligned to each of the three goals.
- **Indicators:** Not all strategies will have indicators.
- **SMART Goals:** Goals that are specific, measurable, achievable, results-oriented, and time bound (SMART).

## Goal 1: Improve Student Achievement

**SMART Goal**

93% student graduation by 2023.

### Strategies

- Develop a pre-kindergarten-3rd grade readiness partnership
- Implement a K-12 multi-tiered system of support
- Provide professional development opportunities for staff in math and reading
- Communicate with parents/guardians and students about how to succeed in school
- Provide authentic curricula for relevant and rigorous learning opportunities for all students
- Align lessons/curricula to Common Core State Standards
- Develop and implement reliable assessment data systems to measure student performance
- Enhance Career Technical Education programs

### Indicators

- Increased kindergarten readiness scores
- Reading at, or above, grade level by grade 3
- Improved 5th grade mathematics competency
- Increased number of 9th grade students on track to graduate
- Success in Algebra I
- Increased number of dual credit classes completed
- Increased high school graduation rate
- Improved state assessment scores and closure of achievement gap

## Goal 2: Increase the Recruitment and Retention of High Quality and Culturally Diverse Staff

**SMART Goal**

The cultural diversity of our staff will match the cultural diversity of our students by 2023.

### Strategies

- Identify and implement effective strategies to recruit and retain quality, diverse, and culturally proficient staff
- Conduct surveys to assess areas of strength and improvement (administrative, certified, and classified)
- Analyze staff retention data and implement strategies to reduce turnover
- Partner with other organizations on best practices in hiring and retention strategies
- Enhance current positive work environment as a result of surveys
- Implement a mentorship program using staff to support all new hires

### Indicators

- Professional growth shown on the teacher performance rubric
- Recruitment and retention of high quality and diverse licensed and classified staff
- Increased satisfaction on surveys (Exit, TELL)
- Staff feedback on mentor program
As the district sets its sights on reaching the Strategic Plan goals by 2023, we continue to celebrate our many successes to date including:

- Student achievement being above average on the state report card
- Decreased dropout rate
- Strong commitment to the arts
- Broad learning opportunities and choices for students
- Focus on the whole student

**Goal 3: Create and Maintain a Safe, Welcoming, Supportive, and Inclusive Environment for all Students and Staff**

**SMART Goal**
Students and staff will report a “welcoming, supportive, and inclusive environment” by 2023.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Indicators</th>
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<tbody>
<tr>
<td>• Refine and implement a district-wide equity, diversity, inclusion, and access policy</td>
<td>• Improved climate (welcoming, supportive, and inclusive) according to survey results</td>
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<tr>
<td>• Create and administer climate surveys for students, staff, and parents</td>
<td>• Decreased suspensions</td>
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<td>• Provide professional learning opportunities on equity, diversity, and inclusion for staff</td>
<td>• Decreased referrals</td>
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<td>• Work with community partnerships to ensure we support the basic needs of our students</td>
<td>• Increased attendance</td>
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<td>• Grow school-based health supports such as school nursing, trauma-informed practices, mental health services, and drug/alcohol treatment</td>
<td>• Decreased gap in achievement</td>
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<td>• Adopt and implement culturally responsive curricula and instructional strategies</td>
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<tr>
<td>• Ensure culturally diverse students are equitably represented in Advanced Placement and dual credit classes, clubs, athletics, and co-curricular activities</td>
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<tr>
<td>• Celebrate the assets our students and staff bring to school every day</td>
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**Celebrate Ashland School District’s Success!**

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