



www.colonialschooldistrict.com

WE Change the Odds!



**STRATEGIC
PLAN**

2021-2026



LETTER FROM THE SUPERINTENDENT

Dear Colonial School District Community,

It is with tremendous honor and pride that I share Colonial School District's Strategic Plan. Our five-year plan tells the story of the hopes and dreams of our students, families, district, and larger community; and sets a course for us all to join together to ensure each and every student's success.



Early Childhood, Leadership and Learning, Innovation, and Access and Opportunity, are Colonial's Pillars, and represent the core work of our organization. The vision, mission, core values, priorities, and measurable goals detailed in this document are aligned with the pillars and set the course for the next five years of continuous improvement. The plan's development truly embodies the Power of WE and reflects more than a year of hard work and commitment during a process that was a collective effort of all stakeholders; including students, families, staff, and community members. The development of the plan began with a design phase team and stakeholder engagement, and concluded with the development, release, and implementation of the strategic plan. This plan will serve as a foundation for Colonial School District's effort to improve outcomes for each and every student in the years to come.

As the Superintendent of Schools, I am presented with an incredible opportunity to take the culture of the Power of WE to the next level. Within the next five years, we will create a school district that all families choose for the education of their children, and a district that will be recognized as a premier workplace in the MidAtlantic region.

I encourage you to take time to review the plan, ask questions and seek opportunities to contribute to and join the Power of WE.

Sincerely,

A handwritten signature in black ink, reading "Jeffrey Menzer". The signature is fluid and stylized, with a long horizontal line extending from the end.

Jeffrey Menzer, Ed.D.
Superintendent

TABLE OF CONTENTS

Mission & Vision	2
Demographics & Facilities	3
The Power of WE in Action	4
Core Beliefs	6
Pillars	7
Early Childhood	8
Leadership and Learning	10
Innovation	12
Access and Opportunity	14
Board of Education	16

Colonial
SCHOOL DISTRICT



OUR VISION

Colonial graduates are prepared for post-secondary opportunities, equipped to contribute to their community, and ready to revolutionize their world.

MISSION

Colonial School District is innovative, collaborative, and committed to providing equitable opportunities and access to high-quality educational experiences for each student.

OUR CORE BELIEFS

BOLD

INCLUSIVE

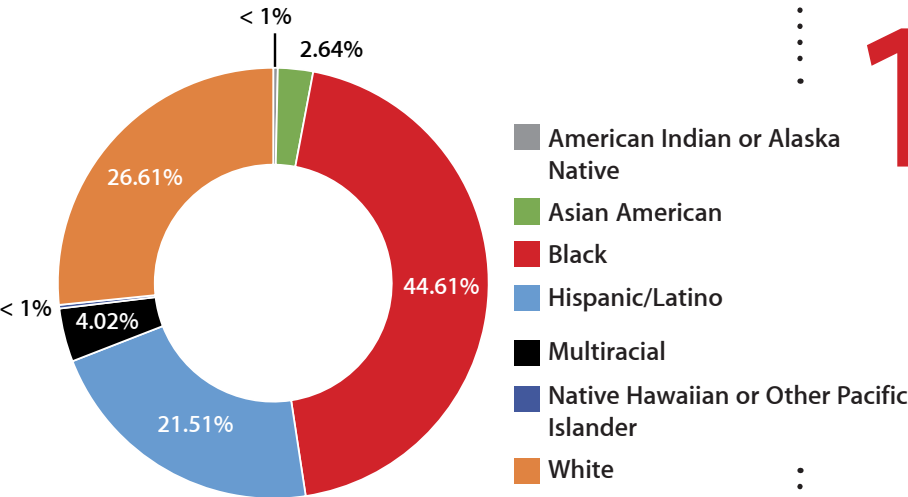
AUTHENTIC

GLOBAL

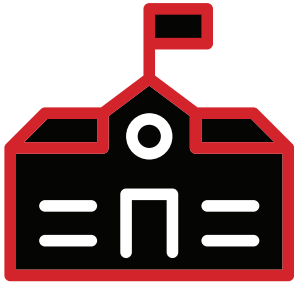
DEMOGRAPHICS & FACILITIES

 **9,795**
STUDENTS

 **100%**
**free and reduced
lunch rate**



12 **core campuses
and 4 special schools**



CORE SCHOOLS

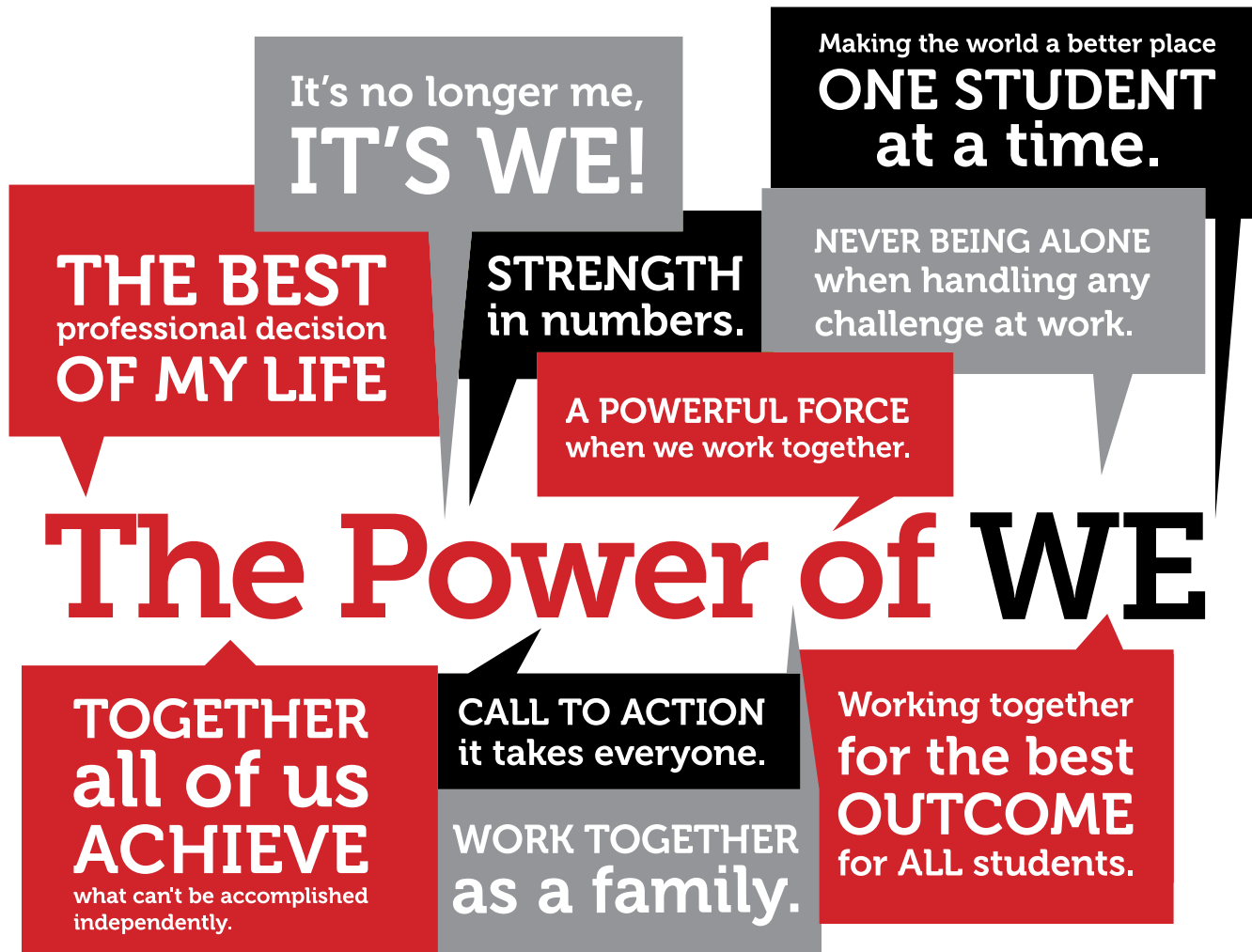
- Carrie Downie Elementary
- Castle Hills Elementary
- New Castle Elementary
- Harry O. Eisenberg Elementary
- Kathleen H. Wibur Elementary
- Pleasantville Elementary
- Southern Elementary
- Wilmington Manor Elementary
- Calvin R. McCullough Middle School
- Gunning Bedford Middle School
- George Read Middle School
- William Penn High School

FOUR SPECIAL SCHOOLS

- John G. Leach School
- The Wallin School
- Colonial Early Education Program (CEEP)
- Colonial Virtual Program

THE POWER OF WE IN ACTION

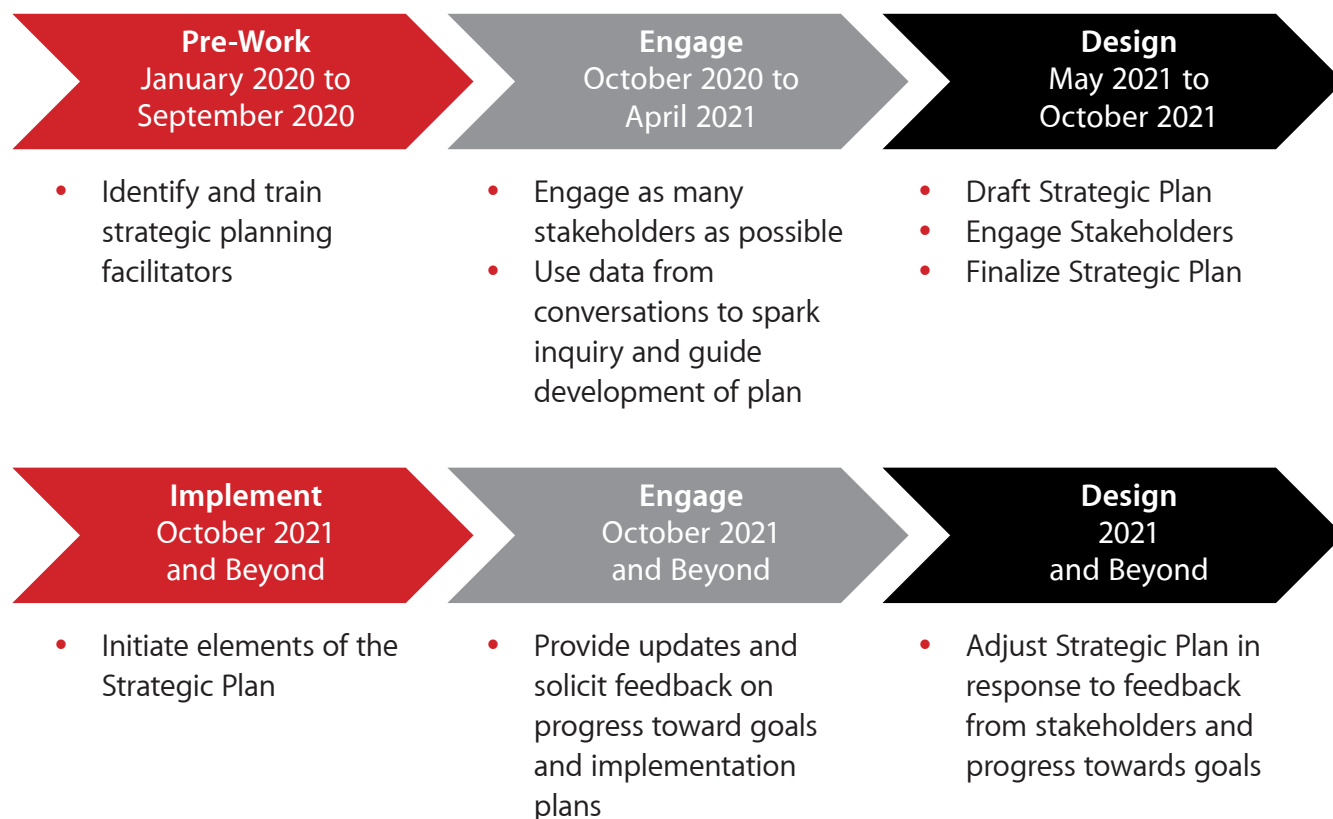
When you ask the Colonial School District community what The Power of WE means, they have a lot to say!



Colonial School District's five-year strategic plan, WE Can Change the Odds!, has been developed to honor and bring to life the Power of WE. The CSD strategic planning stages on the next page illustrate the process we undertook to ensure we understood both the current state of the district and the steps necessary to continue to improve equitable access to high-quality education for each Colonial student.

We studied our current practices, multiple student achievement data points, and engaged numerous stakeholders in an innovative process to understand their hopes and dreams for the district's priorities and goals. In order for us to fulfill the priorities that emerged as part of this process, we will need to implement this plan with fidelity, consistency, and hold ourselves and each other accountable to the highest standards. Our strategic plan will serve as our guide for the next five years as we create schools and a district that are even better than they are today.

CSD STRATEGIC PLANNING STAGES



ACKNOWLEDGMENTS

We are very grateful for the time, focus, and thought that so many people brought to this process; and for the students in Colonial School District who will benefit from this plan and contribute to the future growth and success of our community. The process began with a group of facilitators that engaged a broad array of stakeholders during a series of brainstorming sessions. We then engaged a Design Phase Team composed of family members, district staff, and community members who met monthly to begin to shape Colonial's new strategic plan. The Power of WE has been fully enacted in the development of the plan. Finally, we would like to acknowledge our partners at Insight Education Group, who assisted in facilitating the strategic planning process.

CORE BELIEFS



BOLD

We empower students to persevere and succeed by removing barriers and providing equitable access to high-quality instruction and conditions.

INCLUSIVE

We are an equity-minded and focused organization, driven to support the whole child.

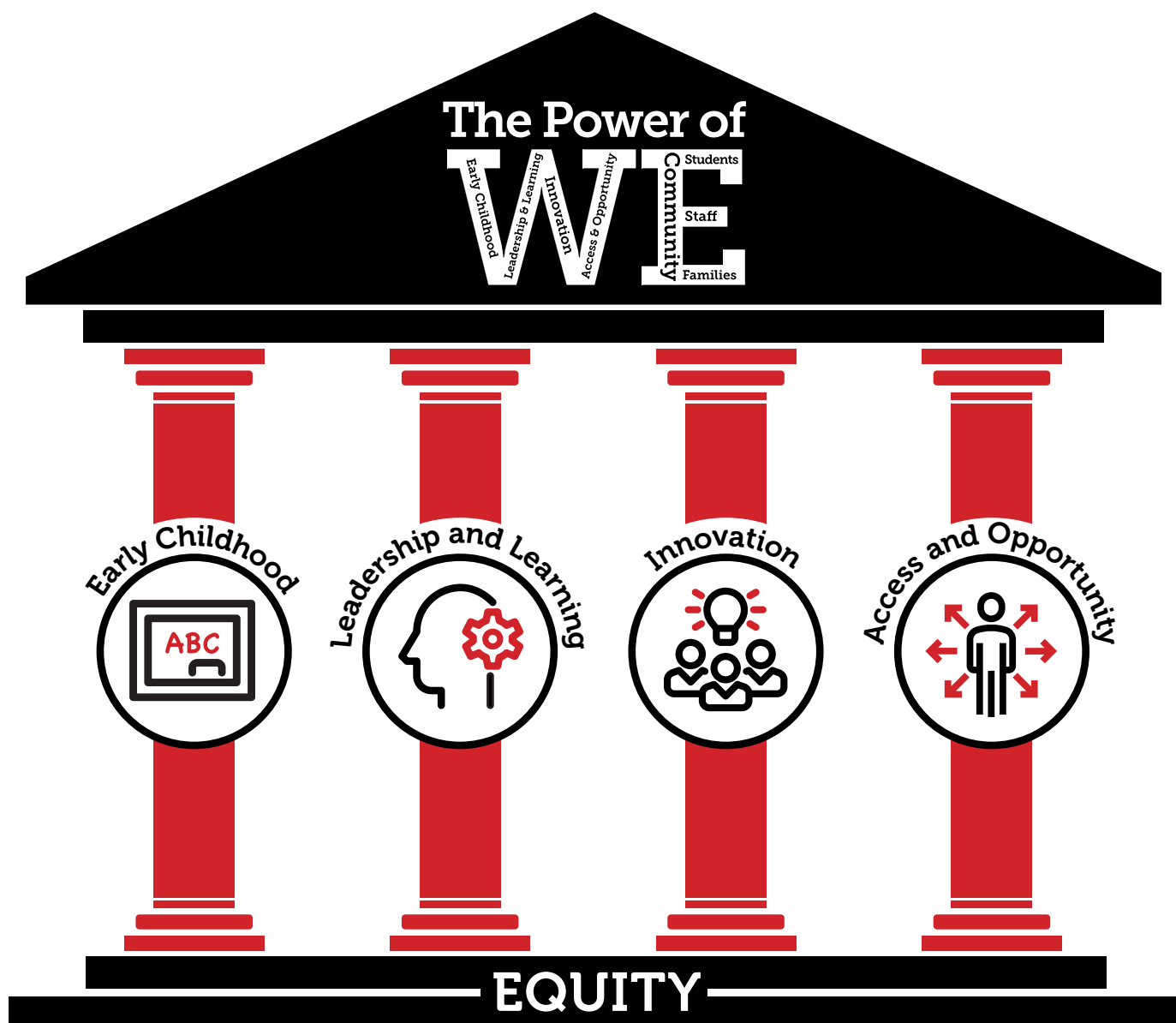
AUTHENTIC

We are passionate, service-driven, and develop meaningful relationships with our students, staff, and community.

GLOBAL

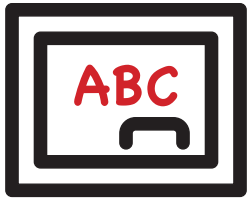
We provide diverse and wide ranging experiences for students to develop, learn, and become contributors to their community and the larger world.

PILLARS



MEASURABLE GOALS

In order for us to achieve success in meeting our priorities, we must intentionally monitor our progress. Our pillars each have priorities and measurable goals aligned to them. We have developed these measurable goals to assess our progress in improving conditions and outcomes for each and every student in Colonial. Please note, due to COVID related circumstances during the past 18 months, the "Current Status" data information is missing in some instances. We will update all incomplete data at the end of the 2021-22 school year.



EARLY CHILDHOOD



Students experience greater school success, including graduation and post-secondary opportunities, when they have a strong start in the early grades. Colonial School District will ensure that every child has equitable access to a high-quality PreK-2 experience.

PRIORITIES

Priority 1: Increased Access To High-Quality Pre-Kindergarten Programs

- Expand the number of pre-kindergarten (Pre-K) seats in Colonial Early Education Programs (CEEP)
- Ensure consistent implementation of high-quality curriculum across child care sites in Colonial community

Priority 2: Academic Preparedness In Literacy And Mathematics

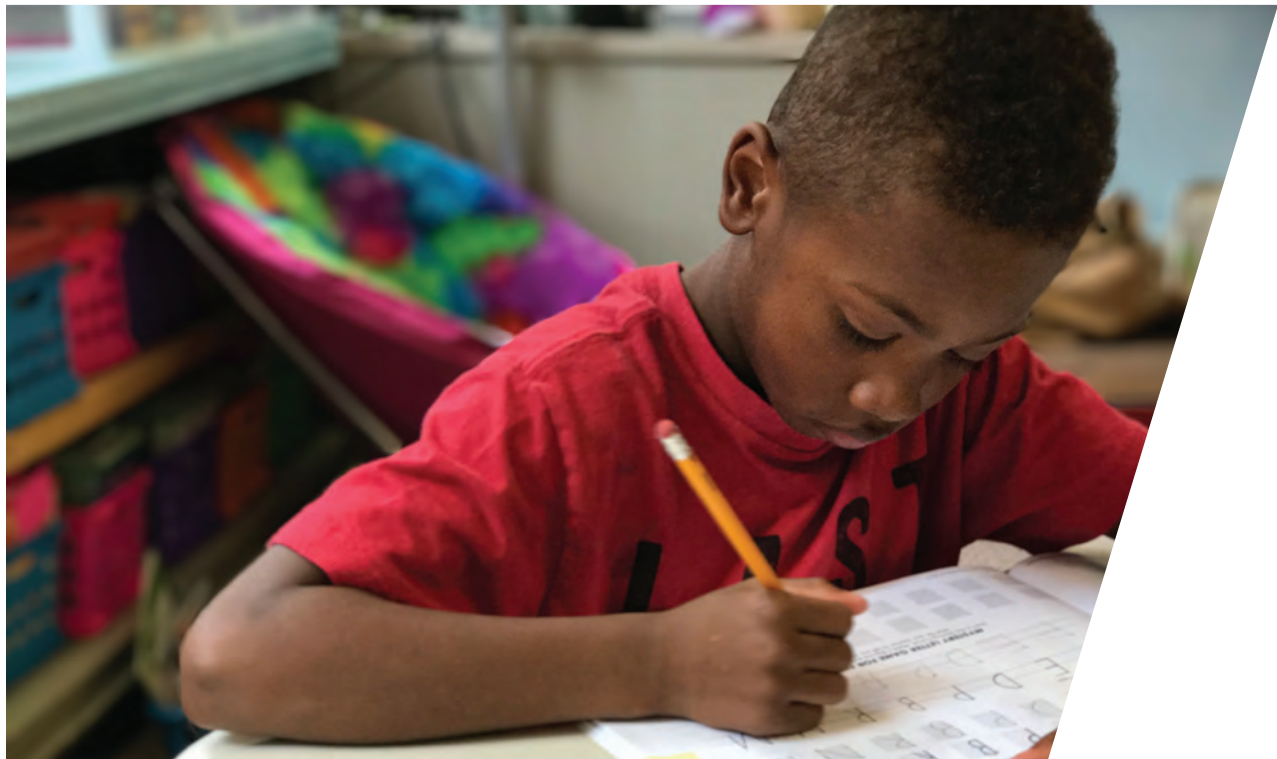
- Ensure consistent implementation of curriculum in all content areas K-2
- Provide culturally relevant instruction

Priority 3: Reduce Chronic Absenteeism

- Ensure that the current system to identify potentially at-risk students is effective
- Develop a system that identifies and supports potentially at-risk students in Pre-K/K

MEASURABLE GOALS

Priority	Measure	Current Status	5 Year Goal
Increased Access To High-Quality Pre-Kindergarten Programs	<ul style="list-style-type: none"> # of Colonial operated Pre-K facilities and # of students enrolled in Colonial operated Pre-K programs Star-rated Pre-K Programs located within the District 	<ul style="list-style-type: none"> Colwyck Pre-K is the only option. Total enrollment: 233 65% of child care facilities that are supported by the Colonial Readiness Team are at a Level 4 or higher 	<ul style="list-style-type: none"> Colonial Pre-K Programs housed in at least 3 buildings Increase total enrollment to at least 400 90% of child care facilities that are supported by the Colonial Readiness Team are at a Level 4 or higher.
Academic Preparedness In Literacy And Mathematics	<ul style="list-style-type: none"> Literacy: Dibels 8th Edition Math: (2) standard clusters-OA (Operations and Algebraic Reasoning) and NBT (Number & Operations in Base Ten) 	<ul style="list-style-type: none"> Baseline data from the 2021-22 SY* Baseline data from the 2021-22 SY* 	<ul style="list-style-type: none"> TBD TBD
Reduce Chronic Absenteeism	<ul style="list-style-type: none"> Daily attendance data for Pre-K to 2nd Grade 	<ul style="list-style-type: none"> Baseline data from the 2021-22 SY* 	<ul style="list-style-type: none"> TBD





LEADERSHIP AND LEARNING



Students thrive in a culture of leadership where everyone is committed to creating optimal conditions for learning and wellness. All members of the Colonial School District community will embody the mindset to ensure everyone reaches their fullest potential.

PRIORITIES

Priority 1: Eliminate Achievement Gaps Between Gender And Racial Subgroups In All Academic Areas

- Conduct an equity audit and implement recommendations across district and school settings

Priority 2: Highly Effective Teaching and Leadership in Every Classroom/Building/Division

- Finalize and implement the Leadership Framework modules coupled with on-going, job-embedded support for school leaders
- Develop and implement a Colonial Instructional Handbook for Educators

MEASURABLE GOALS

Priority	Measure	Current Status	5 Year Goal
Eliminate achievement gaps between gender and racial subgroups in all academic areas	<ul style="list-style-type: none"> State Assessment Data Colonial Benchmark Assessment Data 	<ul style="list-style-type: none"> Baseline data from the 2021-22 SY* 	<ul style="list-style-type: none"> Reduce the gap by 50% each year until the gap is eliminated
Highly Effective Teaching and Leadership in Every Classroom/Building/Division	<ul style="list-style-type: none"> % of leaders receiving the highest rating (Level IV) in each component on the Colonial Leadership Framework % of teachers/specialists receiving the highest rating (Level IV) in each component on the Colonial Teaching and Learning Framework and the Specialist Framework 	<ul style="list-style-type: none"> Baseline data from the 2020-21 SY 	<ul style="list-style-type: none"> Increase the percent of educators receiving a Level IV in each component by 5% annually





INNOVATION



Students achieve at high levels when school experiences honor their cultures, strengths, needs, interests, hopes, and dreams. Students will be empowered to participate in comprehensive experiences that prepare them to thrive in an ever-changing global environment. Colonial School District will foster innovation at all levels of the organization, encouraging staff and students to reimagine schooling.

PRIORITIES

Priority 1: Internships And Career Opportunities

- Develop and implement an articulated college and career readiness/exploration program in grades 6th through 12th
- Increase the number of business and community partnerships which will result in internship opportunities
- Increase certifications for students in high school pathway programs

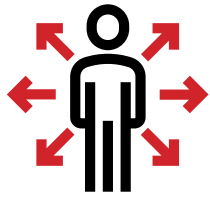
Priority 2: Elevating Student Voice And Agency

- Establish formal structures for students to exercise agency in their school experience

MEASURABLE GOALS

Priority	Measure	Current Status	5 Year Goal
Internships and Career Opportunities	<ul style="list-style-type: none"> # of students earning Work Based Learning (WBL) credit at WP # of students with internships-annually # of certifications earned in Career and Technical Education Pathways (CTE) 	<ul style="list-style-type: none"> 2% Career Readiness (as measured by WBL credit by the Delaware Department of Education (DEDOE) 28 students had an internship in FY21 school year Use 2021-22 Baseline Data 	<ul style="list-style-type: none"> 40% Career Ready; 75% College and Career Ready 100+ students w documented internships TBD
Elevating student voice and agency	<ul style="list-style-type: none"> Qualitative survey information focused on student agency 	<ul style="list-style-type: none"> Baseline Data from the 2021-22 SY* 	<ul style="list-style-type: none"> TBD





ACCESS AND OPPORTUNITY



Students thrive in settings where a diverse educator workforce is valued, learning environments are joyful, individual needs are met, and resources are aligned to create equitable opportunities for all students. Colonial School District is committed to seeking equity in the workforce, the school, the classroom, and the community.

PRIORITIES

Priority 1: Diversify Workforce

- Expand upon and solidify yearlong teacher residency opportunities with Institute of Higher Education (IHE)
- Develop and support affinity groups focused on recruitment and retention of educators of color and their impact on Colonial students

Priority 2: Create Equitable Learning Environments For All Students

- Ensure consistent implementation of a district-wide framework and approach for Social-Emotional Learning (SEL)
- Create structures and processes so each and every student has a connection with caring adults

Priority 3: Elevate Parent And Community Voice

- Develop a regular cycle of events that rotates times and locations that increase access for parents/community members to participate
- Develop and implement Parent University to provide relevant and timely information to parents while also creating a forum for authentic dialog between stakeholders

MEASURABLE GOALS

Priority	Measure	Current Status	5 Year Goal
Diversify Workforce	Teacher Recruitment and Retention Data <ul style="list-style-type: none"> • Recruitment: The number and percentage of new hires that identify as educators of color (EOC) • Retention: The number and percentage of teachers who have left the district who identify as educators of color (EOC) 	For the 20-21 school year <ul style="list-style-type: none"> • Recruitment: Overall, for the 2020-21 SY 41% of all educators who joined Colonial are educators of color • Retention: Overall, at the end of the 2020-21 SY 22% of all educators who left Colonial were educators of color 	<ul style="list-style-type: none"> • Recruitment: By the 25 -26 school year, increase the percentage of EOC who join the district by 5% • Retention: By the 25-26 school year, decrease the percentage of EOC who leave the district by 5%
Create Equitable Learning Environments For All Students	<ul style="list-style-type: none"> • DE School Climate Survey 	<ul style="list-style-type: none"> • School Climate Data 2021 	<ul style="list-style-type: none"> • 90% or higher of positive responses in each identified area of focus from the DE School Climate Survey
Elevate Parent And Community Voice	<ul style="list-style-type: none"> • DE School Climate Survey • Participation in school and district level engagement opportunities 	<ul style="list-style-type: none"> • Baseline data from the 2019-20 SY* • TBD 	<ul style="list-style-type: none"> • TBD • TBD



*Due to extenuating circumstances during COVID-19, the district does not have data for the 2020-2021 school year

BOARD OF EDUCATION

Joseph T. Laws – District F

President

(302) 834-8687

joseph.laws@colonial.k12.de.us

Richard Schiller – District C

Vice President

(302) 323-2700

richard.schiller@colonial.k12.de.us

Ronald D. Handy, Sr. – District A

Board Member

(302) 983-6980

District A

rdhandy@colonial.k12.de.us

Lucy Kennedy – District B

Board Member

(302) 328-0720

margaret.kennedy@colonial.k12.de.us

Christopher Piecuch, Sr. – District D

Board Member

(302) 229-8450

christopher.piecuch@colonial.k12.de.us

Leo B. Magee, Sr. – District E

Board Member

(302) 750-6708

leo.magee@colonial.k12.de.us

Robin Crossan – District G

Board Member

(302) 834-5393

racrossan@colonial.k12.de.us

Sheyenne Faircloth

Student Board Member

William Penn High School

A Strategic Plan







www.colonialschooldistrict.org

318 East Basin Road
New Castle, DE 19720
(302) 323-2700



fb.com/colonialschooldistrict



[@ColonialSDstrect](https://twitter.com/ColonialSDstrect)



[@colonialschooldistrict](https://www.instagram.com/colonialschooldistrict)