

Richfield Public Schools Strategic Plan 2021-26

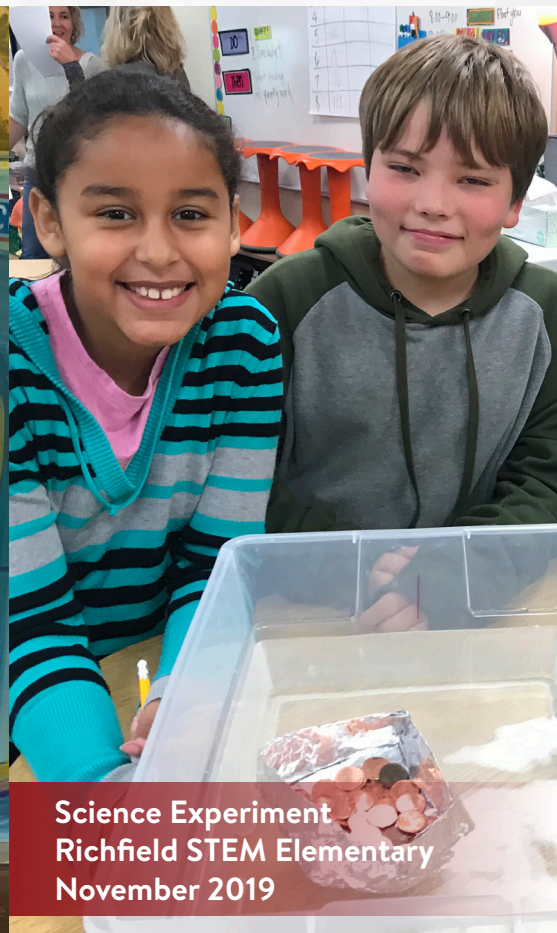
# **RICHFIELD** *Realized*



First Day of Preschool  
Central Education Center  
September 2020



Academic Achievement Awards  
Richfield Middle School  
February 2020



Science Experiment  
Richfield STEM Elementary  
November 2019



# Richfield Realized

## Overview

The 2021-26 strategic plan, Richfield Realized, is our roadmap for ensuring Richfield Public Schools is a vibrant, engaging school district where we inspire and empower every student and staff member to learn, grow and excel in an equitable environment. Through this strategic plan, we will realize our goals and dreams together with our students, staff and community.

## We Believe:

- in inspiring our students to grow, adapt and discover their place in the world
- all children have a right to a quality education, high standards, rigorous curriculum and powerful instruction
- in providing instruction that supports the different ways people learn
- that valuing our diverse backgrounds, experiences and perspectives fosters unity and empowers all
- the collective efforts of students, home, school and community form the foundation for excellence
- that core values of caring, honesty, respect and responsibility must be modeled, taught and nurtured
- it is everyone's responsibility to provide a safe, supportive and engaging environment

## Background

We value the voice and experience of our students, families, staff and broader community. In developing this plan, it was important to us to involve as many people as possible in the process, as the outcomes will impact all of us—we are #OneRichfield.

Starting in December 2019, we began by reviewing the 2015-20 strategic plan, including our goals and outcomes, with our management team and District leaders.

January through March 2020, we held stakeholder meetings to share the results of our previous strategic plan and to collect input on new priorities. In all, over 500 people provided more than 1,000 suggestions through community engagement sessions and an online survey. Community engagement sessions included large community gatherings, smaller meetings with advisory councils and PTOs, as well as online meetings (due to COVID-19). We also collected student input through student councils, activities, teams and community meetings.

In April, May and June 2020, we used an online tool to survey our community, asking them to prioritize the list of goals and action items that were collected. We had 485 people who responded to the survey. Contained in this strategic plan are the results of these rankings. Each category contains the top goals as identified by our stakeholders. At the end of the document, you will find a list of activity suggestions that were submitted during the community engagement sessions and which may be used to help achieve the identified goals.

In fall 2020, we submitted our final draft for review from the community and received numerous additional responses from people who attended virtual meetings or who reviewed the plan online and submitted feedback through our website.

This document represents all of the feedback we received, synthesized into an ambitious and achievable plan that will help to ensure we inspire and empower each individual to learn, grow and excel.



# 2021-26 Strategic Plan

## Timeline

Spring/Summer 2021: Take all necessary steps to prepare for full implementation of the strategic plan in fall 2021, including:

- Select key activities for reaching each goal
- Create a calendar for implementing new activities
- Identify performance measures and an evaluation plan for each activity and goal

2021-22, 2022-23, 2023-24, 2024-25 School Years:

- Implement key activities (ongoing)
- Provide any necessary staff training (ongoing)
- Evaluate progress and make adjustments (ongoing)
- Report outcomes to the community (annually)

2025-26 School Year:

- Fully evaluate the outcomes of the plan
- Report outcomes to the community
- Utilize what was learned to create a strategic plan for the next five years

## Our Mission

Richfield Public Schools inspires and empowers each individual to learn, grow and excel.



Kindergarten Students at Recess  
September 2020

# Academics

## Academic Vision

Students will receive a challenging, engaging and relevant academic experience in Richfield Public Schools which will prepare them for college, career and life.

## Academic Belief Statement

All students are capable of achieving their dreams with the right educational foundation.

## Academic Goals

1. We will address the educational debt owed to marginalized communities to ensure equitable outcomes for all students.
2. We will maintain small class sizes to ensure ideal student to staff ratios according to grade level and subject area.
3. We will increase course offerings to expand opportunities for students.
4. We will continue to support, promote and value biliteracy.
5. We will ensure all students learn about post-secondary options to set them up for success in their futures.

# Activities

## Activities Vision

Students will develop life skills, friendships and a sense of belonging through active participation in a variety of extracurricular activities at all grade levels. Activities will be inclusive, providing access, opportunity and a welcoming environment for all students.

## Activities Belief Statement

Extracurricular activities are an asset to our entire school community, enhancing all aspects of school life and ensuring a well-rounded educational experience for students.

## Activities Goals

1. We will provide more variety of activity programs to cater to the needs and interests of all students.
2. We will increase student participation in activity programs and better align the demographics of participating students with those of the overall student population.
3. We will increase attendance at games and performances to foster a greater sense of community.



# Climate & Culture

## Climate & Culture Vision

All students, families, staff and community members will share a sense of ownership, pride and belonging to Richfield Public Schools, where they will be part of a warm, welcoming and respectful environment that celebrates each and every individual.

## Climate & Culture Belief Statement

By truly listening to, valuing and celebrating every member of our educational community, we can ensure our schools and programs provide a safe and supportive environment for learning, playing and working.

## Climate & Culture Goals

1. We will ensure students are seen, valued, heard and respected to maintain a healthy school and District climate.
2. We will increase student support, especially social-emotional support to care for the needs of the RPS community.
3. We will support and celebrate diversity to provide a welcoming environment.
4. We will improve school pride to increase student enjoyment of and dedication to their education.
5. We will provide new opportunities for parent involvement to strengthen connections between home and school.
6. We will provide new opportunities for community involvement to strengthen connections between the Richfield community and school.



**Student Athletes  
Richfield High School  
September 2020**



# Business & Operations

## Business & Operations Vision

Every person in every role and every department will work together seamlessly to further our mission and vision.

## Business & Operations Belief Statement

Only by working in alignment across all departments can we, as a district, achieve our goals.

## Business & Operations Goals

1. We will maintain or improve staff hiring and support.
2. We will continuously improve our facilities to provide a comfortable and functional physical environment.
3. We will ensure environmentally friendly practices are used across the District.
4. We will continue to improve student meals to provide for students' nutritional needs.
5. We will maintain financial accountability and transparency as part of our responsibility to the community of Richfield.
6. We will continue to invest in technology resources for students, staff and families.
7. We will continue to improve transportation services to provide a welcoming atmosphere and access to opportunities.



Celebrating National Native  
American Heritage Month  
November 2019



# Communication & Marketing



## Communication & Marketing Vision

Our families, staff and community will view Richfield Public Schools as a trusted first source of school-related information and feel well informed through consistent, high-quality digital and print communications.

## Communication & Marketing Belief Statement

By producing consistent, engaging and detailed content, as well as responsible marketing materials, we can engage and educate our audience, resulting in a stronger community.

## Communication & Marketing Goals

1. We will improve family communication to strengthen the partnership between families and schools.
2. We will support the positive reputation of Richfield Public Schools.
3. We will improve marketing and public relations efforts to increase District enrollment.

# Thank You

Thank you to our community.

As we refined the goals for our strategic plan, you provided invaluable recommendations for actions - what we should start and stop doing, do more or less of, do differently or keep the same. Here is a list of the final recommended actions, which will be used to guide our plans as we work to meet our strategic plan goals.

We couldn't do this without you. We are #OneRichfield.

## **Address the educational debt owed to marginalized communities to ensure equitable outcomes for all students.**

- Ensuring the curriculum and classrooms reflect and respect student diversity and the lived experiences of the students in those classrooms
- Incorporating parent education and resources to support all students outside the classroom
- Working to ensure students believe in themselves and their individual talents and abilities
- Encouraging all students to take advanced courses and providing them with the support necessary to be successful in those courses
- Empowering staff members to build strong, healthy, non-biased relationships with students
- Providing professional learning for staff on culturally relevant instructional practices
- Ensuring that all teaching and learning, for both core and elective courses, occurs using culturally relevant curriculum and practices
- Ensuring that students receiving special education services have intentional access to supports and services that interrupt predictable patterns
- Evaluating referrals to special education, behavior interventions, suspensions, and other programs to ensure they are based on objective data and not influenced by biases or other non-academic factors

## **Maintain small class sizes to ensure ideal student to staff ratios according to grade level and subject area.**

- Working to ensure average class sizes by grade level remain low compared to surrounding districts
- Working to ensure that largest class sizes remain under 30 elementary, 35 middle school and 40 at high school

## **Increase course offerings to expand opportunities for students.**

- Offering more life skills courses at the high school (financial literacy, media literacy, etc.)
- Creating more family and consumer sciences in middle school (culinary, fashion design, etc.)
- Establishing or maintaining music and arts at elementary schools
- Designing additional project-based learning across grades
- Adding additional Spanish-language course options to the secondary level dual language immersion programs
- Expanding academic programming that is outside of the typical school day hours and academic calendar

## **Ensure all students learn about post-secondary options to set them up for success in their futures.**

- Expanding advisory curriculum focused on post-secondary planning (from trades and certificate programs to 4-year colleges)
- Administering interest inventories for secondary students and using the information to build a rich learning environment
- Adding or enhancing post-secondary exploration in elementary schools
- Adding a Career and College Center at the high school
- Creating internships so students can explore careers and providing work experience credits
- Establishing an annual Career Day
- Incorporating post-secondary planning into special education services



### **Continue to support, promote and value biliteracy.**

- Expanding course offerings, possibly to include Somali, indigenous, sign language, or other language/culture elective courses
- Providing teacher training for enhancing and valuing multiple language use in content classrooms
- Providing academic resources for multilingual families and families with students in the dual language program to support biliteracy at home

### **Ensure students are seen, valued, heard and respected to maintain a healthy school and District climate.**

- Ensuring an equitable and culturally relevant environment that represents and values all students and their diverse backgrounds
- Increasing bullying prevention efforts
- Maintaining high social and academic expectations with intentional adult support
- Ensuring rules and policies are in place and followed equitably in buildings across the District
- Engaging students in behavior/discipline (such as a restorative justice program)
- Maintaining strong tiered systems of support for student behavior

### **Increase student support, especially social-emotional support to care for the needs of the RPS community.**

- Providing supports specifically designed around meeting student needs with respect to all individual student differences
- Teaching executive functioning skills (such as time management, organization, etc.)
- Training teachers to identify and support students with mental health needs
- Creating additional support staff positions as needed

### **Support and celebrate diversity to provide a welcoming environment.**

- Providing an environment that clearly and openly celebrates diversity and commits to valuing differences in all forms
- Providing district-wide events to celebrate cultures and bring together families from different backgrounds and community organizations
- Increasing support for Somali families
- Increasing support for LGBTQ+ students
- Increasing the number of staff members of color through intentional hiring and retention practices
- Providing racial equity training for staff and creating systems for implementation
- Starting or expanding student and/or staff affinity groups
- Continuing to expand the diversity of literature in libraries, while reviewing all current materials

### **Improve school pride to increase student enjoyment of and dedication to their education.**

- Increasing and reimagining school events (such as pep fests, field days, etc.) with student input
- Establishing a tradition of Friday Spartan clothing day
- Providing school signs, communication and literature in multiple languages in every District building to offer assistance and provide a welcoming and equitable environment
- Incentivizing staff attendance at athletic and arts events
- Fostering a sense of pride in RPS facilities
- Engaging alumni in RPS events



**Family Night  
Sheridan Hills Elementary  
November 2019**

**Provide new opportunities for parent involvement to strengthen connections between home and school.**

- Expanding and deepening bilingual and multicultural family services
- Empowering parents to lead tours for new families
- Partnering with families on advocacy opportunities
- Scheduling family members as guest speakers in classrooms
- Working in partnership with the city and community across all areas of resident demographics
- Creating a parent welcoming committee to onboard new families and support transitions from elementary to middle and middle to high school

**Provide new opportunities for community involvement to strengthen connections between the Richfield community and school.**

- Creating partnerships with local businesses and organizations and/or connecting with local seniors and retirees
- Creating partnerships with local businesses to provide technology or other supports to RPS families
- Developing a formal partnership with the city to cross-promote and support issues affecting the city of Richfield and our schools
- Creating a structured volunteer program to engage more alumni, residents and family members as volunteers in the schools
- Hiring a district volunteer coordinator

**Provide more variety of activity programs to cater to the needs and interests of all students.**

- Celebrating multiculturalism and diversity through all activity offerings (e.g. choice of plays for the theatre, musical selections for band and choir, cultural representation in coach, advisor and volunteer positions, etc.)
- Creating more visual and performing arts opportunities
- Providing athletics for students of all abilities and skill levels
- Supporting student-led clubs and activities
- Offering more academic programs (like reading programs or homework help)
- Fostering greater partnerships with in-district programs (like Community Education)
- Developing partnerships with local organizations
- Incorporating student voice in the planning of new activities



**Increase student participation in activity programs and better align the demographics of participating students with those of the overall student population.**

- Creating an equitable fee system to support all students and families
- Adding more activity buses
- Better supporting students with disabilities so they can fully participate
- Getting feedback from students on what barriers exist in current programs

**Increase attendance at games and performances to foster a greater sense of community.**

- Marketing and promoting games and theater performances
- Increasing representation/attendance from staff
- Providing transportation to/from events

**Ensure environmentally friendly practices are used across the District.**

- Supporting a sustainable and environmentally conscious mindset
- Transitioning to fully reusable or compostable lunch utensils and other products
- Adding bike racks or bike lockers at schools
- Increasing student voice in environmental initiatives

**A New Graduate!  
Richfield College Experience Program  
January 2020**



### **Maintain or improve staff hiring and support.**

- Ensuring an equity-focused onboarding process for new staff members that provides robust preparation for the real work RPS educators do
- Ensuring new staff share our District's equity-focused values by providing applicants the opportunity to share their views on diversity and inclusion in the interview process
- Filling vacant positions quickly and posting positions earlier
- Working to improve teacher retention, particularly for teachers who are Black, Indigenous or people of color (BIPOC)
- Hiring building subs
- Providing better compensation and support for subs
- Simplifying the application process
- Providing better support for paraprofessionals through professional development and higher pay
- Increasing professional development for office staff, outreach workers and admin assistants

### **Continuously improve our facilities to provide a comfortable and functional physical environment.**

- Expanding accessibility for all people at all facilities
- Making parking lot improvements
- Increasing playground equipment at elementary schools
- Adding a soccer field and recreational spaces to school grounds
- Improving signage on the exterior and interior of buildings to help guide school visitors

### **Improve student meals to provide for students' nutritional needs.**

- Adding more farm-to-table and locally sourced foods
- Adding student voice in menu planning and new recipes
- Making lunches free for all students or launching a fundraising campaign to eliminate student lunch debt through donations
- Reducing food waste
- Improving composting
- Eliminating social and cultural stigmas around eating school lunch



**Annual Read-A-Thon  
Richfield Dual Language School  
February 2020**



**Continue to invest in technology resources for students, staff and families.**

- Ensuring adequate funding for ongoing upgrades to technology
- Continuing to provide new, leading technology resources to prepare students for the 21st century (3D printers, video and audio recording equipment, software upgrades, etc.)
- Providing ongoing training for staff on new technology to ensure it is used effectively
- Offering regular training for parents on ways to support their children through technology (accessing the learning management system, etc.)

**Maintain financial accountability and transparency as part of our responsibility to the community of Richfield.**

- Creating easy to use tools for managers to monitor the up-to-date details of their budgets.

**Improve transportation services to provide a welcoming atmosphere and access to opportunities.**

- Examining and providing increased access to transportation for all students and families
- Providing racial equity training for bus drivers
- Increasing transparency around any possible exceptions for bus zoning
- Increasing consistency of rule enforcement on the bus
- Using student engagement specialists as bus support staff
- Exploring opportunities to expand transportation for off-site athletics and activities practices, games and performances

**Improve family communication to strengthen the partnership between families and schools.**

- Streamlining and standardizing communication tools across the District
- Offering workshops/events for families
- Improving parent communication from teachers, schools and the District
- Increasing communication with the Somali community
- Ensuring all communication is consistent and welcoming (including written communication, phone calls and in-person interactions)
- Increasing RPS presence at community events
- Building capacity in our families to successfully access and communicate through technology

**Support the positive reputation of Richfield Public Schools.**

- Sharing positive stories in the media, in community newsletters, on social media and on the District website
- Elevating all students in District marketing by equitably representing BIPOC, LGBTQA+, ELL/MLL, and SPED/504 students and issues

**Work to increase enrollment.**

- Improve marketing and public relations efforts to increase District enrollment



**Loteria Night**  
**February 2020**



**ECSE Class**  
**November 2020**



**Graduation Day**  
**June 2020**