

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 2025.

STRATEGIES	INDICATORS
<ul style="list-style-type: none">• Refine and implement a district-wide equity, diversity, inclusion, and access policy• Create and administer climate surveys for students, staff, and parents• Provide professional learning opportunities on equity, diversity, and inclusion for staff• Work with community partnerships to ensure we support the basic needs of our students• Grow school-based health supports such as school nursing, trauma-informed practices, mental health services, and drug/alcohol treatment• Adopt and implement culturally and linguistically responsive curricula and instructional strategies• Ensure culturally diverse students are equitably represented in Advanced Placement and dual-credit classes, clubs, athletics, and co-curricular activities• Celebrate the assets our students and staff bring to school every day	<ul style="list-style-type: none">• Improved climate (welcoming, supportive, and inclusive) according to survey results• Decreased suspensions• Decreased referrals• Increased attendance• Decreased gap in achievement

CELEBRATE ASHLAND SCHOOL DISTRICT’S SUCCESS!

As the district sets its sights on reaching the Strategic Plan goals by 2025, 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



Ashland School District
INSPIRING LEARNING FOR LIFE

2018–2025 STRATEGIC PLAN
Pathways to Excellence



VISION: Inspiring Learning for Life

MISSION: Empowering students to be lifelong learners, responsible citizens, & stewards of the world.

Dear Ashland Community,

In January 2018, the Ashland School District engaged stakeholders in developing a Strategic Plan that identifies our priorities for K12 education in our schools through 2023. The good work that began in 2018 was slowed by the outbreak of the COVID pandemic in March 2020 and again by the September 2020 Alameda fire, which touched so many in our valley. In light of the unprecedented impact of these crises and other compelling factors on our schools and community, it is more critical than ever to have a unified vision and path forward for our district.

In September 2021, the Ashland School Board recognized the ongoing relevance of the goals we set together for 2023 and extended the plan through 2025. Extending the target date for the substantial manifestation of our strategic plan in no way diminishes the accountability and motivation inherent in this guiding document. The Board plans to continue monitoring progress on our strategic goals between now and 2025. This shared vision builds on the core pillars of who we are and what we are about: providing physical and emotional safety for learning, using equity as a foundation for all that we do, setting high expectations with high-quality instruction, and building an inclusive and positive organizational culture.

It is my honor to share the Ashland School District Strategic Plan 2025. Achieving the ambitious goals set forth in this vision will take commitment from all of us—students, families, educators, support staff, and community members. Together, we can help every student grow and achieve as we inspire learning for life.

Thank you for shaping a community that supports kids and making our schools great places to learn and connect. Together, we make a difference.

With gratitude,

Samuel

Samuel Bogdanove
Superintendent
Ashland School District
Pronouns: He, Him, Him

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 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 to close any achievement gaps.
- Continuous Growth.** We believe staff must engage in ongoing relevant and evidence-based professional development to continue improving teaching and learning.
- Volunteerism.** We promote and encourage service among our stakeholders. We recognize and value the positive accomplishments 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 2025

STRATEGIES	INDICATORS
<ul style="list-style-type: none">Develop a pre-kindergarten–3rd-grade readiness partnershipImplement a K–12 multi-tiered system of supportProvide professional development opportunities for staff in math and readingCommunicate with parents/guardians and students about how to succeed in schoolProvide authentic curricula for relevant and rigorous learning opportunities for all studentsAlign lessons/curricula to Common Core State StandardsDevelop and implement reliable assessment data systems to measure student performanceEnhance Career Technical Education programs	<ul style="list-style-type: none">Increased kindergarten readiness scoresReading at or above grade level by grade 3Improved 5th-grade mathematics competencyIncreased number of 9th-grade students on track to graduateIncreased number of dual-credit classes completedIncreased high school graduation rateImproved 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 2025.

STRATEGIES	INDICATORS
<ul style="list-style-type: none">Identify and implement effective strategies to recruit and retain quality, diverse, and culturally proficient staffConduct surveys to assess areas of strength and improvement (administrative, certified, and classified)Analyze staff retention data and implement strategies to reduce turnoverPartner with other organizations on best practices in hiring and retention strategiesEnhance current positive work environment as a result of surveysImplement a mentorship program using staff to support all new hires	<ul style="list-style-type: none">Professional growth shown on the teacher performance rubricRecruitment and retention of high-quality and diverse licensed and classified staffIncreased satisfaction on surveys (Exit, TELL)Staff feedback on mentor program