

STRATEGIC PLAN

Kenai Peninsula Borough School District (Updated 8.8.2023)

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A MESSAGE FROM THE SUPERINTENDENT

Dear Staff, Students, Families, and Community Members,

I would like to thank the many people who participated in the strategic plan development process through surveys, focus groups, admin meetings, and the Leadership Academy during this past year. What became clear through this process is the strong desire from our stakeholders for organizational excellence, family and community engagement, and high expectations for student success and post school outcomes.

The KPBSD strategic plan gives us the framework to support these expectations over the next five years. I am confident that with the support of our families and communities, our district will meet the needs of all our students and prepare them for life as productive and healthy members of our communities.

The Kenai Peninsula is an amazing place to live and work, and the KPBSD is an outstanding district with staff completely dedicated to our students. Once again, thank you for all you do for our district and for your support and input on this strategic plan.

Clayton Holland

MISSION, VISION, AND PRIORITIES

Mission

Supporting students in life success

Vision

Every KPBSD student will be a lifelong learner who will graduate with the knowledge, skills, integrity, perseverance, and community connectedness needed to pursue their passions and desired post-secondary opportunities.

Core Values



COMMUNITY

We are welcoming to all and seek to accomplish our goals through collaboration; ensuring the work honors and reflects our diverse voices and values.



PERSEVERANCE

We are committed to instilling a strong work ethic in students, providing multiple opportunities to succeed while encouraging them to keep striving for greater and greater achievement. We will provide opportunities, resources, and encouragement for all students to grow, thrive, and learn at any point in their education.



INTEGRITY

We will provide students with the skills and the experiences to become honest and exhibit strong moral principles.



ACADEMIC EXCELLENCE

We will support and engage students in their learning in order for them to demonstrate the abilities to perform, achieve and excel in scholastic activities.

PRIORITIES, AIMS, AND GOALS

KPBSD's strategic plan focuses on five priorities to advance its mission, realize its vision, and express its core values.

1

Priority One: Student Success

Our Why: Student Success is our most critical commitment - it represents our promise to provide academic excellence for all. KPBSD will ensure all students have equitable access to and engagement with programs and supports that reduce barriers to learning.

2

Priority Two: School Climate and Safety

Our Why: A positive school climate - where students feel a sense of safety and belonging and where relational trust prevails, improves academic achievement, test scores, grades and engagement and helps reduce the negative effects of poverty and trauma on academic achievement.

3

Priority Three: Family and Community Engagement

Our Why: Family and community engagement in schools contributes to positive student outcomes, including improved child and student achievement, decreased disciplinary issues, improved parent-teacher and teacher-student relationships and improved school environment.

4

Priority Four: Workforce Development

Our Why: Workforce development leads to prosperous employees, schools, and local communities. By training, and upskilling our workforce, our district can enjoy happier staff, lower turnover, and exciting growth opportunities.

5

Priority Five: Organizational and Resource Management

Our Why: Organizational and Resource Management represents the conscious commitment to align the district as one team, unified in a singular commitment to support all schools, students, and families, and build a culture of continuous improvement centered on designing equitable systems for school and instructional improvement.

Priority One: Student Success



PRIORITY



AIMs



CORRESPONDING GOALS

PRIORITY	AIMs	CORRESPONDING GOALS
<p>Student Success</p> <p>Go To Action Plan</p>	<p>1. Students will learn literacy skills through engaging instruction grounded in evidence and research based best practices.</p>	<p>By SY 2026-27, 75% of elementary teachers will successfully complete extensive training in evidence-based literacy instruction</p> <p>By SY 2026-27, 75% of secondary teachers will successfully complete extensive training in evidence-based literacy instruction and content area reading strategies.</p>
	<p>2. Increase the number of students at grade level proficiency or above in reading by building student confidence and success in their reading abilities.</p>	<p>2a. By SY 2026-27, 85% of 3-8th graders will meet or exceed their Reading MAP Growth percentile from the Fall to Spring Assessment.</p> <p>2b. By SY 2026-27, 75% of all students with disabilities will meet or exceed their Reading MAP Growth percentile from the Fall to Spring Assessment.</p>
	<p>3. Increase the number of students who are at grade level proficiency or above in math using targeted core instruction and assessments.</p>	<p>3a. By SY 2026-27, 85% of 3-8th graders will achieve grade level proficiency in the Math AK STAR assessment.</p> <p>3b. By SY 2026-27, 75% of all students with disabilities will achieve grade level proficiency in the Math AK STAR assessment.</p>
	<p>4. Increase the number of students who are at grade level proficiency or above in English Language Arts.</p>	<p>4a. By SY 2026-27, 85% of 3-8th graders will achieve grade level proficiency in the Reading AK STAR assessment.</p> <p>4b. By SY 2026-27, 75% of all students with disabilities will achieve grade level proficiency in the Reading AK STAR assessment.</p>
	<p>5. Increase College and Career Pathways and Career Cluster opportunities.</p>	<p>5a. By SY 2026-27, KPBSD will offer clearly defined Career Clusters with robust offerings of specific Pathways and opportunities for any student who wishes to participate in college or career readiness opportunities.</p>
	<p>6. Increase the number of CTE Opportunities and Certification completers.</p>	<p>6a. By SY 2026-27, KPBSD will offer a variety of CTE Certification options and will support and clearly track CTE concentrators and certificates earned.</p>



PRIORITY



AIMs



CORRESPONDING GOALS

PRIORITY	AIMs	CORRESPONDING GOALS
	<p>7. Increase the number of postsecondary opportunities available throughout KPBSD, including Dual enrollment, JumpStart, and Middle College offerings.</p>	<p>7a. By SY 2026-27, 100% of KPBSD graduates will be encouraged to complete at least 2 college credits.</p> <p>7b. By SY 2026-27 100% of KPBSD graduates will have the opportunity to take a course for college credit and earn postsecondary credits through dual enrollment.</p> <p>7c. 100% of KPBSD students will have support in planning, enrolling, and completing dual-enrollment courses and planning their post-secondary options.</p>

Priority Two: School Climate and Safety



PRIORITY






AIMs









CORRESPONDING GOALS

<p>School Climate and Safety</p> <p>Go To Action Plan</p>	<p>1. Students feel connected, safe, valued, and welcome in their school environment.</p>	<p>1a. By SY 2026-27, the percentage of students reporting they “feel safe at school”, as measured by the annual school climate and mindset survey, will increase to 95%.</p> <p>1b. By SY 2026-27, the percentage of students reporting they “feel welcome at school”, as measured by the annual school climate and mindset survey, will increase to 95%</p>
	<p>2. The school and classrooms will exhibit a culture of belonging and inclusion for all, where issues of intolerance are addressed through education, awareness, and civic responsibility.</p>	<p>2a. By SY 2026-27, the percentage of students reporting they “get along with students who are different from you” as measured by the annual school climate and mindset survey, will increase to 95%.</p> <p>2b. By SY 2026-27, the percentage of students reporting they “respect other people’s opinions, even if they are different from yours as measured by the annual school climate and mindset survey, will increase to 95%</p> <p>2c. By SY 2026-27, the percentage of students reporting “being bullied on school property” decreased by 10% on the Youth Risk Behavior Survey. (2019, reported 26% of students are bullied)</p>
	<p>3. School environment and culture honors and celebrates diversity and responds effectively to the social-emotional experiences of every student and family.</p>	<p>3a. By SY 2026-27, the percentage of students reporting the school is a “welcoming place for students and families like mine” as measured by the annual school climate and mindset survey will increase to 90%.</p> <p>3b. By SY 2026-27, the percentage of students reporting students in this school help each other, even if they are not friends as measured by the annual school climate and mindset survey will increase to 90%.</p>
	<p>4. Students who engage in positive climate and social emotional development opportunities demonstrate skills towards SEL competencies.</p>	<p>4a. By SY 2026-27, at least 50% of teachers will participate in training and implement evidence based social emotional and/or trauma informed practices.</p>

 PRIORITY	 AIMs	 CORRESPONDING GOALS
	5. Increase the number of KPBSD School Sites who effectively update the safety and security plan (including emergency protocols) and communicate the plan to students, staff, families, and the community as appropriate.	5a. By SY 2026-27, 100% of KPBSD School Sites will continue to iterate and update their safety and security plan and will communicate the plan to all students, staff, families, and the community. 5b. By SY 2026-27, the KPBSD School District Leadership Team will review and iterate the current KPBSD Emergency Action Plan and the KPBSD EAP Module to ensure accuracy for current needs.

Priority Three: Family and Community Engagement

 PRIORITY	 AIMs	 CORRESPONDING GOALS
Family and Community Engagement Go To Action Plan	1. Increase Service-Learning Opportunities in KPBSD Schools 2. Increase meaningful Business and Community Partnerships	1a. By SY 2026-27, every school will offer Service Learning for Credit 2a. By SY 2026-27, every school will have identified and formalized new Business Partnerships that build community relationships.

 PRIORITY	 AIMs	 CORRESPONDING GOALS
	3. Increase Parent and Family Engagement	3a. By SY 2026-27, every school will have quarterly opportunities for Parent and Family engagement.
	4. Increase School Volunteers	4a. By SY 2026-27, every school will diversify and increase volunteer opportunities.
	5. Improve methods of effective communication with KPBSD stakeholders.	5a. By SY 2026-27, Every school will have clear communication with their stakeholders. 5b. By SY 2026-27 KPBSD will have clear communication with all stakeholders through a variety of methods.

Priority Four: Workforce Development



PRIORITY	AIMs	CORRESPONDING GOALS
<p>Workforce Development</p> <p>Go To Action Plan</p>	<p>1. Increase District Leadership Organizational Capacity and System Efficiency</p>	<p>1a. By SY 2026-27, will have a sustainable and effective new district leadership onboarding and transition program as measured by retention and District Exit interviews.</p>
	<p>2. Increase School Leadership Capacity and Effectiveness</p>	<p>2a. By SY 2026-27, will have a sustainable and effective new administrator onboarding and transition program as measured by retention and promotion in the KPBSD.</p>
	<p>3. Increase Recruiting, Developing and Retaining Talent across all classifications. (Certified and Classified)</p>	<p>3a. By SY 2026-27, will have a sustainable and effective new employee onboarding and transition program as measured by employee longevity.</p>

Priority Five: Organizational and Resource Management



<p>Organizational and Resource Management</p> <p>Go To Action Plan</p>	<p>1. Improve district-level project and program implementation consistency</p>	<p>1a. By SY 2026-27, the KPBSD will monitor the implementation of all new and existing instructional programs annually to determine effectiveness and continuation through the utilization of a standard district created rubric.</p>
	<p>2. Inform district operational and instructional programming decisions through measurable data.</p>	<p>2a. By SY 2026-27, the KPBSD will utilize all data available to monitor all new and existing instructional programs annually to determine effectiveness and continuation through the utilization of a standard district created rubric.</p>
		<p>2b. By SY 2026-27, the KPBSD will provide documentation to all stakeholders regarding the effectiveness of all current and new instructional programs to assist in determining if programs should continue, be updated for effectiveness, or discontinued.</p>
	<p>3. Evaluate budget resources to maximize student learning opportunities and programs</p>	<p>3a. By SY 2026-27, the KPBSD will utilize the instructional program review rubric to allocate funding to appropriately staff and supply resources to implement programs effectively and efficiently.</p>
		<p>3b. By SY 2026-27, the KPBSD Finance department will provide the budget in April of each year to assist the instructional team in planning for the future implementation of new and existing instructional programs.</p>
	<p>4. Leverage available grant opportunities in support of operational and instructional goals</p>	<p>4a. By SY 2026-27, the KPBSD will create a Grant Committee to prioritize Federal and non-Federal Program grants to apply for to support instructional programs.</p>
		<p>4b. By SY 2026-27, the KPBSD will create a formalized process for Federal and non-Federal grants to apply, monitor, and review grants awarded to instructional programs.</p>



PRIORITY



AIMs



CORRESPONDING GOALS

	5. Support instructional district, building, and classroom-level instruction goals through a strong technology foundation.	5a. By SY 2026-27, Information Services will continue to drive iterative, informed, and timely improvements to KPBSD technology infrastructure to ensure every school site can depend on implementation methods that utilize predictable, reliable, testable and repeatable IT operations.
	6. Increase the number of “train the trainer” opportunities for PD across the organization.	6a. By SY 2026-27, the KPBSD will have a robust “Train the trainer” program in each District region to provide effective in person training to support standardized instruction and expectations for program implementation and delivery.
	7. Improve facility conditions to better provide for the learning environment and improve student outcomes.	7a. By SY 2026-27, the KPBSD will utilize the instructional program review rubric to house as appropriate and intended all new and existing instructional programs in order maintain effective and efficient delivery by staff to students.
	8. Improve facility maintenance to reduce operational costs.	8a. By SY 2026-27, annually conduct a comprehensive assessment through a partnership with the Kenai Peninsula Borough for facility maintenance needs, including infrastructure, equipment, and systems to measure the impact of facility maintenance improvements on operations costs. This will also include KPBSD/KPB Bond Projects, new construction, and Capital Improvement Projects.