



THREE-YEAR STRATEGIC PLAN 2007

INTRODUCTION

Much of the success of the Kentfield School District can be attributed to the commitment of our professional learning community dedicated to providing an exceptional educational program for all students.

In the past ten years, strategic planning has focused on staff and compensation, program evaluation and student assessments, construction and modernization, character education, and communication with constituencies in the District.

Given major decisions to be made in the next few years in personnel, curriculum, and finance, the Board of Trustees interviewed Strategic Planning consultants and selected Jim McManus. Meeting with Jim, the Board of Trustees and Administrative Team reviewed parent and staff input from surveys and designed a two-day workshop for the Strategic Planning Committee (SPC). Members of the SPC included all members of the Board of Trustees and Administrative Team, representatives from the teaching and support staff, as well as the Kentfield Schools Foundation, PTA and CARE.

Meeting with Jim McManus for full days in December and January, the SPC reviewed District data, staff and parent survey results, and a presentation on major global issues facing education in the coming decades. From these discussions emerged goals and implementation steps for Students, Teachers and Program; District Leadership; and Finance and Facilities.

This strategic plan will provide the focus for staff and parents as the District continues to carry out its commitment to the best educational program possible for the children of the Kentfield School District.

STUDENTS, TEACHERS AND PROGRAM

Context: The Kentfield School District has built a solid reputation for its academic excellence and character-based school culture. Student achievement, as measured by standardized test results, API scores, and other performance assessments, is in the top 10% in the county. From their kindergarten through eighth grade years, students enjoy enrichment classes in a variety of subjects. In 2002 the school further sharpened its focus on student character, adopting the "Character Counts Program" which is based on the six pillars of caring, citizenship, respect, trustworthiness, responsibility, and fairness; for the past five years, the school has worked to embed this program in the school culture.

The Kentfield School District believes that exceptional teachers make a difference in students' learning. Our teachers challenge and support all students by being attentive and responsive to different learning styles and needs. The District is committed to supporting teachers with targeted professional development opportunities that result in enhanced learning opportunities for all students. As we move forward, we believe that particular emphasis needs to be placed on natural curiosity, critical thinking, and active engagement in learning to promote the very best in students' academic achievement.

Recognizing that a large part of the academic and personal success of our students is based on human relationships, we believe there needs to be particular emphasis on building trust and respect within the school community. Roles and expectations need to be communicated and understood across the district, including those of students, parents, teachers, administrators and board members. Every member of our community should model respectful, caring behavior. Additionally, we believe that our school community should provide opportunities for all students to become aware of and contribute to the culturally diverse society and global environment of which they are a part.

Goal #1

Promote academic achievement by challenging and supporting all students with attention to different needs and learning styles.

Implementation Steps

1. Increase emphasis on natural curiosity, critical thinking and active engagement in learning.
2. Evaluate and refine student assessment to effectively guide classroom instruction and curriculum development.
3. Expand intervention and support for students who are struggling at school.
4. Provide appropriate learning opportunities for students needing additional challenge.
5. Support effective professional development opportunities to enhance student learning.

Goal #2

Strengthen our school community's culture of character with a focus on trust and respect to ensure success for all students.

Implementation Steps:

1. Build respectful and trusting relationships within the school community based upon integrity and caring.
2. Consistently clarify and effectively communicate roles and expectations for students, parents, teachers, administrators, and board members.
3. Expand our awareness and appreciation of a culturally diverse society and contribute to a sustainable global environment.

DISTRICT LEADERSHIP

Context: The Kentfield School District has enjoyed strong and continuous leadership for over two decades. Trustees have served on the school board for multiple terms; district superintendent Bob Caine has been at the helm for 27 years; Kent and Bacich have had consistent and committed administration; the PTA and Kentfield Schools Foundation have been successfully led by willing parent volunteers.

Over the past few years the district has seen an inevitable evolution of leadership. Bacich and Kent now boast new principals who bring a dynamic change and energy to our schools. The community elected three new trustees in 2005 and will be asked to elect two more when long-standing trustees Bob Goldman and Anna Pilloton step down in November 2007. The PTA has merged and now serves as a single organization, but reports a decline in parent volunteers, especially in key leadership roles. Finally, Bob Caine has notified the district of his retirement effective in June of 2008.

These new leadership opportunities require the district to evaluate its needs and direction while continuing to build relationships and trust within our school community. This process should include educational opportunities directed to all stakeholders and clear and open channels of communication.

Goal: Promote and sustain effective leadership within the district.

Implementation Steps

1. Establish and implement a comprehensive superintendent selection process that includes meaningful input from all appropriate constituencies.
2. Recruit and effectively orient new Board members.
3. Maintain an effective governance team (superintendent and Board) by clarifying roles and decision-making processes and establish protocols for effective communication among all district constituencies.
4. Encourage staff, parents and administration to assume leadership roles and provide needed orientation and support.

FINANCE AND FACILITIES

Context: Without generous community support, education in the Kentfield schools would be drastically compromised. 35% of the annual Kentfield School District budget is funded by our local parcel tax and contributions from the Kentfield Schools Foundation and Kentfield Schools PTA. This additional funding (\$3,000 per student) provides for educational opportunities in art, music, physical education, technology and full year Spanish for 7th and 8th grades and allows the Kentfield School District to offer teacher salaries in the top 25% in Marin County. It also supports small class sizes, instructional assistants in each K-5 classroom, and provides for certificated librarians at both Bacich and Kent.

Continuation of these and other outstanding and valuable programs will require, at a minimum, maintenance of these funding streams. In addition, as we monitor our total student enrollment from year to year, we may identify the need for additional space to accommodate our programs. With increased costs we recognize that we must endeavor to pursue additional funding sources through increased community support.

Goal: Ensure critical community financial support to sustain the breadth and excellence of our educational program.

Implementation:

1. Ensure successful passage of a parcel tax in 2008.
2. Identify potential options for additional space, if needed to provide for District programs.
3. Pursue grant opportunities and/or corporate educational sponsorships.
4. Support the Kentfield Schools Foundation in pursuing additional sources of revenue.

STRATEGIC PLANNING COMMITTEE 2007

Andee Abramson
District Special Ed Coordinator

Skip Kniesche
Principal – Kent Middle School

Tricia Beales
Resource Specialist – Kent Middle School

Irene Meehan
Resource Specialist – Bacich School

Bob Caine
Superintendent

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Assistant Principal – Bacich School

Anna Pilloton
Trustee

Sarah Fletcher
Principal's Secretary – Bacich School

Cynthia Roenisch
Trustee

Bob Goldman
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Jenny Walsh
Assistant Principal – Kent Middle School

Jennifer Grellman
Trustee

Katie Ward
Teacher – Bacich School

Alison Griffin
Teacher – Kent Middle School

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