

ND School for the Deaf/Resource Center for Deaf and Hard of Hearing



Strategic Plan
2016 to 2021

NDSD/RCDHH GOAL

The ND School for the Deaf/Resource Center for Deaf and Hard of Hearing (NDSD/RCDHH) desires to change its mission from a Residential School to a Residential/Model School and become a Resource/Outreach Center for anyone who is deaf or hard of hearing.

Revised Mission

The *North Dakota School for the Deaf/Resource Center for Deaf and Hard of Hearing (NDSD/RCDHH)* shall serve as a State Resource Center to provide advocacy, leadership and educational expertise for all individuals in North Dakota who are deaf or hard of hearing.

The current mission is: to provide an environment in which individuals who are deaf or hard of hearing can access the services and support that they may need to become and remain integrated, productive citizens of the state.

Revised Mission statement

Current Philosophy:

The current philosophy is: The North Dakota School for the Deaf/Resource Center for Deaf and Hard of Hearing shall develop innovative approaches and access technologies to promote deaf education, both on and off campus; pursue research for effective strategies and provide needs-based programs and services for adult clients which will greatly benefit North Dakota citizens, of any age, who are deaf and hard of hearing.

Definition of Terms:

GOAL: A desired outcome the organization wishes to achieve.

In this plan, the ND School for the Deaf/Resource Center for Deaf and Hard of Hearing (NDSD/RCDHH) desired to change its mission from a Residential School *to become a Resource/Outreach Center for anyone who is deaf or hard hearing with a Residential/Model School.*

OBJECTIVE: A desired outcome associated with a goal.

In this plan, there are five objectives associated with the goal. (1) to write new Mission Statement (see revised statement above) and Philosophy statements, (2) to transition into a Model school for deaf and hard of hearing education, (3) to expand the Resource/Outreach Center for children who are deaf or hard of hearing age 0 to 21 or graduation, (4) to expand a Resource/Outreach Center for adults, age 22 to death, who are deaf or hard of hearing, and (5) to address the problem of recruiting and retaining quality staff.

NDSD/RCDHH GOAL

The ND School for the Deaf/Resource Center for Deaf and Hard of Hearing (NDSD/RCDHH) desires to change its mission from a Residential School to a Residential/Model School and become a Resource/Outreach Center for anyone who is deaf or hard of hearing.

STRATEGY: An action associated with an Objective.

In this plan, there are a varied number of strategies or action steps intended to increase the likelihood an Objective will be achieved.

Strategic Planning Process

In March and again in May 2016, the school leadership team, consisting of the department heads, met to identify the main focus the school needed to pay attention to and plan for during the next five years. Input was also received from the NDSD/RCDHH Advisory Council on May 26, 2016 and from the NDSD/RCDHH staff on August 22, 2016. It was decided that the next strategic plan would have just one broad goal (Main Thing), which is to change its mission from a residential school to *become a Resource/Outreach Center for anyone who is deaf or hard hearing with a Residential/Model School*. The group decided that five objectives were necessary to achieve the goal as follows:

1. The NDSD/RCDHH will write new Mission and Philosophy statements.
2. The NDSD/RCDHH will become a Model school for deaf and hard of hearing education.
3. The NDSD/RCDHH will become a Resource/Outreach Center for deaf or hard of hearing children, age 0 to 21.
4. The NDSD/RCDHH will become a Resource/Outreach Center for deaf or hard of hearing adults, age 22 to death.
5. The NDSD/RCDHH will address the problem of recruiting and retaining quality staff.

First Drafts of strategies or action steps for how to achieve each of the objectives were presented at the May meeting.

It was decided that “promotion” should be a strategy for each of the objectives rather than a separate objective.

The goal, objectives, and strategies listed are intended to address the main thing the NDSD/RCDHH will pay attention to and plan for during the next five years.

NDSD/RCDHH GOAL

The ND School for the Deaf/Resource Center for Deaf and Hard of Hearing (NDSD/RCDHH) desires to change its mission from a Residential School to a Residential/Model School and become a Resource/Outreach Center for anyone who is deaf or hard of hearing.

This document prepared with assistance from:

RATIONALE: The NDSD/RCDHH is responding to changing times. An increasing number of children who are deaf and hard of hearing are attending school in their local school districts. The NDSD/RCDHH shall continue to provide the full continuum of services including educational and residential programming. NDSD/RCDHH collaborates with local school districts to educate children who are deaf or hard of hearing. The NDSD/RCDHH will continue to evolve into a model school where others may come to observe and experience the most current techniques and best practices in educating children who are deaf or hard of hearing. As a Center of Expertise, NDSD/RCDHH will provide advocacy, leadership and educational expertise through outreach programs and services.

RATIONALE: The NDSD/RCDHH is responding to changing times. An increasing number of children who are deaf or hard of hearing are attending school in their local school districts. The NDSD/RCDHH collaborates with local school districts to educate children who are deaf or hard of hearing. The NDSD/RCDHH shall continue to provide the full continuum of services, including educational and residential programming. The NDSD/RCDHH will continue to evolve into a model school where others may come to observe and experience the most current techniques and best practices in educating children who are deaf or hard of hearing. As a Center of Expertise, the NDSD/RCDHH will provide leadership and advocacy through outreach programs and services.

The five (5) strategies listed on the following pages all will contribute to accomplishing this goal.

NDS/RCDD Strategic Objective 1

The NDS/RCDD will write new Mission and Philosophy statements.

RATIONALE: The NDS/RCDHH desires to change its mission and philosophy from a Residential School to a Residential/Model School and become a Resource/Outreach Center for anyone who is deaf or hard of hearing. This required writing a new Mission Statement that staff and stakeholders accept and writing a new Philosophy Statement that includes the principles that guide the school with emphasis on the *Deaf Children's Bill of Rights*.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
1.0	Form a committee to spearhead this objective	Begin immediately, done by end of 2016	Communications Coordinator (Lilia)		Task is completed and a committee is in place
2.0	Write drafts of new Mission and Philosophy statements	Begin immediately, done by end of 2016	Communications Coordinator (Lilia)	Be sure to get input from the leadership team and staff	Task is completed
3.0	Present drafts to leadership team	Done by end of 2016	Communications Coordinator (Lilia)		Leadership team accepts drafts and documents become official
4.0	Promote the new Mission and Philosophy statements	Ongoing	Superintendent (Connie)	Be sure to update the website Be sure to update all promotional material	Ongoing assessment of impact

Strategic Objective 1 Status:

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NDS/RCDD Strategic Objective 2

The NDS/RCDD will become a Model school for deaf and hard of hearing education.

RATIONALE: The school wants to be a place that others look to as a model for the latest techniques and best practices in educating children who are deaf or hard of hearing.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
1.0	Form a committee to spearhead this objective	Begin immediately, done by end of 2017	Superintendent (Connie)		Task completed
2.0	Research or explore the characteristics of a Model School	Done by end of 2017	Superintendent (Connie)	Be sure there is some type of a list of the characteristics of a Model School by which the NDS/RCDDH can compare itself and work toward	Task completed
3.0	Implement the characteristics of a Model School found in research (Step 2)	Done by end of 2021	Superintendent (Connie)	The characteristics of a Model School could be used as both a recipe and a checklist	Task completed

NDSB/RCDD Strategic Objective 2

The NDSB/RCDD will become a Model school for deaf and hard of hearing education.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
4.0	Promote what the NDSB/RCDHH has become or is becoming	Ongoing	Superintendent (Connie)	Be sure to update all promotional materials regarding the changes that are taking place at the NDSB/RCDHH	Ongoing assessment of impact

Strategic Objective 2 Status:

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NDSB/RCDD Strategic Objective 3

The NDSB/RCDD will become a Resource/Outreach Center for deaf or hard of hearing children, age 0 to 21.

RATIONALE: The school wants to continue being the place where deaf or hard of hearing children are educated. At the same time, the school wants to be a Center of expertise for deaf and hard of hearing education, a place that provides outreach services making it possible for deaf or hard of hearing children to remain in their homes and be educated through their local school districts.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
1.0	Form a committee to spearhead this objective	Begin immediately, done by end of 2017	Outreach Coordinator (Carol)		Task is completed
2.1	Make a list of Outreach programs and services offered by the NDSB/RCDHH including the age-range to which these programs and services apply (this will be a list of what the NDSB/RCDHH does for children)	Done by the end of 2017	Outreach Coordinator (Carol)	Ideally this information would be summarized in a one-page document The document should contain an approximate count of the number of children served	Task is completed
??2.2	Make a list of Outreach programs and services not offered by the NDSB/RCDHH but could be offered if there was more expertise (this will be a list of what the NDSB/RCDHH does not do for children)	Done by the end of 2017	Outreach Coordinator (Carol)	Include in the one-page document The document should contain an estimated count of the number of children not currently served	Task is completed

NDSB/RCDD Strategic Objective 3

The NDSB/RCDD will become a Resource/Outreach Center for deaf or hard of hearing children, age 0 to 21.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
2.3	Make a list of Outreach expertise strengths and deficiencies	Done by the end of 2017	Outreach Coordinator (Carol)		Task is completed
3.0	Create a plan to maintain Outreach expertise strengths and overcome deficiencies	Done by the end of 2017	Outreach Coordinator (Carol)	Be sure to include any new costs	Task is completed
4.0	Implement the plan created in 3.0 above	Begin in 2018, ongoing thereafter	Outreach Coordinator (Carol)	Be sure to monitor progress to	Monitor progress to assess what is working and what is not working
5.0	Promote what the NDSB/RCDHH has become or is becoming	Ongoing	Superintendent (Connie)	Be sure to update all promotional materials regarding the changes that are taking place at the NDSB/RCDHH	Ongoing assessment of impact

Strategic Objective 3 Status:

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NDSB/RCDD Strategic Objective 4

The NDSB/RCDD will become a Resource/Outreach Center for deaf or hard of hearing adults, age 22 to death.

RATIONALE: No agency in the State currently offers outreach services for adults. The school wants to be a Center of expertise about the condition of deafness and hard of hearing among adults, a place that provides outreach services for adults.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
1.0	Form a committee to spearhead this objective	Begin immediately, done by end of 2017	Adult Services Coordinator (Pam)		Task is completed
2.0	Make a list of Outreach programs and services offered by the NDSB/RCDHH to adults (this will be a list of what the NDSB/RCDHH does for adults)	Done by the end of 2017	Adult Services Coordinator (Pam)	Ideally this information would be summarized in a one-page document combined with the information about child services (Objective 3) The document should contain an approximate count of the number of adults served	Task is completed
2.2	Make a list of Outreach programs and services not offered by the NDSB/RCDHH but could be offered if there was more expertise (this will be a list of what the NDSB/RCDHH does not do for adults)	Done by the end of 2017	Adult Services Coordinator (Pam)	Include in the one-page document The document should contain an estimated count of the number of	Task is completed

NDSB/RCDD Strategic Objective 4

The NDSB/RCDD will become a Resource/Outreach Center for deaf or hard of hearing adults, age 22 to death.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
				adults not currently served	
2.3	Make a list of Outreach expertise strengths and deficiencies	Done by the end of 2017	Adult Services Coordinator (Pam)		Task is completed
3.0	Create a plan to maintain Outreach expertise strengths and overcome deficiencies	Done by the end of 2017	Adult Services Coordinator (Pam)	Be sure to include any new costs	Task is completed
4.0	Implement the plan created in 3.0 above	Begin in 2018, ongoing thereafter	Adult Services Coordinator (Pam)	Be sure to monitor progress to	Monitor progress to assess what is working and what is not working

Strategic Objective 4 Status:

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NDSB/RCDD Strategic Objective 5

The NDSB/RCDD will address the problem of recruiting and retaining quality staff.

RATIONALE: Recruiting and retaining quality staff is an ongoing problem. We must do things differently to address this problem.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
1.0	Form a committee to spearhead this objective	Begin immediately, ongoing thereafter	Superintendent (Connie)		Task completed
2.1	Research and list the reasons people work for the NDSB/RCDHH	Done by end of 2017	Superintendent (Connie)	Be sure to consider factors outside of the school	Task completed
2.2	Research and list the reasons people stay at the NDSB/RCDHH after they have been employed	Done by end of 2017	Superintendent (Connie)	Be sure to consider factors outside of the school	Task completed
2.3	Research and list all the current recruiting practices	Done by end of 2017	Superintendent (Connie)	Use some type of an effectiveness scale to mark those practices that are effective and those that are ineffective	Ongoing assessment of impact
2.4	Brainstorm new recruiting practices that might be started	Begin immediately, done by end of 2017	Superintendent (Connie)	Be sure to talk to young staff members	Task completed

NDS/RCDD Strategic Objective 5

The NDS/RCDD will address the problem of recruiting and retaining quality staff.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
3.0	Create a plan to recruit and retain quality staff that is different from past practices	Done by end of 2017	Superintendent (Connie)	Be sure to include any new costs	Task is completed
4.0	Implement the plan (Step 3.0)	Begin during 2018, ongoing thereafter	Superintendent (Connie)	May have to Budget differently	Monitor progress to assess what is working and what is not working

Strategic Objective 5 Status:

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