

**Trillium Charter School  
Strategic Plan 2008-2013  
Version 1.0  
08/08/08**

***The Mission of Trillium Charter School:***

*Trillium Charter School is a public school that nurtures each child's inherent curiosity, creativity and connection to community. We support diverse learning styles and use democratic processes to help students grow fully as human beings and contribute to and enhance the world.*

**Strategic Five Year Vision for Trillium Charter School:**

Trillium places a strong emphasis on the arts, sustainability, service learning and democratic education. Within the next five years, Trillium will be an increasingly vibrant, stable and well-equipped school that appeals to the diverse people of Portland. We will focus on building community with students, staff, parents, and the broader society. We will further define the school's programs and systems. This will enable our community members to work more efficiently and effectively toward shared goals and communicate who we are in order to build broad support and secure additional funds.

**Introduction to the 5 Year Plan:**

This five year plan is a key element in defining and communicating the shared visions and goals for the next five years at Trillium. It will guide us as we make decisions about the allocation of time and monetary resources and as we raise funds to further support the school.

The goals, strategies, and annual action items are divided into three main sections: program, community, and infrastructure, though there is often overlap between these areas. Here are some brief definitions so that we have a shared understanding of what we mean by various terms used throughout this document and process:

- Mission--Broad description of what we do, with/for whom we do it, our distinctive competence, and WHY we do it.
- Strategic Vision--Describes what we want the school to look like in ideal terms in the future--the results we will be achieving and characteristics the school will need to possess in order to achieve those results. The strategic vision statement provides direction and inspiration for organizational goal setting.
- Goals--Broad statements of what we hope to achieve in the next 3-5 years. Goals focus on outcomes or results and are qualitative in nature.
- Strategies--Statements of major approach or method (the means) for attaining broad goals and resolving specific issues.
- Annual Action Items--Specific, concrete, measurable statements of what will be done to achieve a goal generally within a one-year time frame.

The appropriate members of the community will be identified and will implement the various elements of the five year plan. Trillium's Director and the Administrative Support Team will oversee action items under the purview of the staff; the Board of Directors will oversee the

implementation of other action items. The Board will formally evaluate the five year plan semi-annually, in January and July, updating the plan--particularly the action items--as needed. Annually, in February, there will be a state-of-the-school meeting for the entire Trillium community at which the board will present a report on the progress of the five year plan and seek feedback.

## **Goals, Strategies, and Annual Action Items**

### **Program: Enhance the educational program in order to focus on our strengths.**

#### **Goal #1 Trillium will model sustainability throughout the school.**

*Strategy 1.1 Develop and implement sustainability program.*

##### Action Items

- 1.1.1, Year 1: Key staff will explore and assign tasks in order to build sustainability issues into curriculum (science, food, math, arts, etc.) throughout the school.
- 1.1.2, Year 1: Assess building-wide carbon footprint.
- 1.1.3, Year 1: Use the kitchen to teach students food science and prepare supplemental foods for school activities.
- 1.1.4, Year 1: Develop urban farming curriculum and plan.
- 1.1.5, Year 2: Research and prototype sustainable energy production on site via student projects and research.
- 1.1.6, Year 2: Incorporate sustainability issues throughout school curriculum.
- 1.1.7, Year 3: Implement sustainable energy production on site via student projects and research.
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#### **Goal #2 Trillium will be a place that encourages and supports creativity.**

*Strategy 2.1 Organize and solidify creative arts program.*

##### Action Items

- 2.1.1, Year 1: Create school-wide music education plan, including needs assessment.
- 2.1.2, Year 1: Form music committee.
- 2.1.3, Year 1: Create African drumming curriculum for all ages at the school.
- 2.1.4, Year 1: Create opportunities for recording of music.
- 2.1.5, Year 1: Provide both print and oral opportunities for students to show their creative use of written and spoken word.
- 2.1.6, Year 2: Evaluate needs for a comprehensive art program.
- 2.1.7, Year 2: Publish Trillium students' poetry, short stories, and other forms of creative written word.
- 2.1.8, Year 2-5: Develop travel opportunities around music, e.g., trips to Guinea with West African Drum Choir.
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#### **Goal #3 Trillium will focus on continuous improvement of teaching and learning methodologies.**

*Strategy 3.1 Increase teacher effectiveness.*

##### Action Items

- 3.1.1, Year 1-5: Provide professional development for teachers to learn how to increase rigor and challenge through a constructivist framework.
- 3.1.2, Year 1: Develop teacher-to-teacher mentorship program that enhances teacher performance and skills.
- 3.1.3, Year 1: Develop clear guidance for teachers about job expectations.

- 3.1.4, Year 1: Develop evaluation tool for assessing effectiveness of teaching methods and use of time.
- 3.1.5, Year 1: Develop safe and useful protocols for giving constructive feedback in a staff-to-staff setting.
- 3.1.6, Year 1: Create mentorships between staff members to improve use of independent learning time throughout the school.

*Strategy 3.2 Track and evaluate progress of former students and alumni.*

Action Items

- 3.2.1, Year 2: Develop a plan for who, what, and how to track.
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**Goal #4 Trillium will further develop education opportunities beyond the classroom.**

*Strategy 4.1 Create school-wide Service Learning Program.*

Action Items

- 4.1.1, Year 1: Create staff position to lead school-wide program.
  - Polly
- 4.1.2, Year 1: Develop k-12 curriculum for Service Learning.
  - Polly
- 4.1.3, Year 1: Expand independent service option for students.
- 4.1.4, Year 1: Build community network of service partners.
  - Polly
- 4.1.5, Year 1: Develop student and staff evaluation to help improve service learning program.
- 4.1.6, Year 2-5: Develop additional international service options.
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*Strategy 4.2 Develop Mentorship Program.*

Action Items

- 4.2.1, Year 1: Develop criteria for identifying possible mentors from Trillium community.
  - Staff and administration
- 4.2.2, Year 2: Develop implementation plan for mentorship program including supervision/safety plan and student connection protocols.
- 4.2.3, Year 3: Fully implement mentorship program for students requesting mentors and for staff/family identified students.
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*Strategy 4.3 Offer a variety of college level coursework options.*

Action Items

- 4.3.1, Year 1-3: Develop Trillium-taught college level courses.
- 4.3.2, Year 1-2: Replace lost district funding for PCC classes.
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*Strategy 4.4 Strengthen our student exchange program.*

Action Items

- 4.4.1, Year 1: Increase host family recruitment.
- 4.4.2, Year 1: Encourage Trillium students to participate in student exchange programs.
- 4.4.3, Year 1-2: Develop short term exchanges for middle school students.
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*Strategy 4.5 Develop more internship opportunities for students.*

Action Items

- 4.5.1, Year 1: Develop internship handbook with expectations for students and internship sites.
- 4.5.2, Year 1: Use database to identify Trillium parents who would be good matches for student interests.
- 4.5.3, Year 2: Define internship expectations for graduates.
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*Strategy 4.6 Utilize Personalized Learning Time throughout the school.*

Action Items

- 4.6.1, Year 1: Align schedule of upper and lower school to provide time for cross age projects and individual project support from a variety of teachers.
- 4.6.2, Year 1: Provide and monitor equipment, supplies, and materials needed for project development and implementation.
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**Goal #5 The Trillium community will be one in which all students are fully-engaged, active, and healthy members.**

*Strategy 5.1 Fully implement the democratic process.*

Action Items

- 5.1.1, Year 1: Continue to communicate new constitution and its implications to the community.
- 5.1.2, Year 1: Continue to communicate to the community the process for using the constitution and (All) School Meetings to effect change at the school.
- 5.1.3, Year 1: For Judicial Committee members, improve transition process from semester to semester to improve functionality and minimize down time.
- 5.1.4, Year 1: Strengthen and develop All School Meeting committees so that they can function in accordance with Trillium mission, vision, and protocols.
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*Strategy 5.2 Encourage mixed-age learning opportunities.*

Action Items

- 5.2.1, Year 2: Evaluate effectiveness of afternoon k-12 arts block.
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*Strategy 5.3 Incorporate healthy living practices into all school events.*

Action Items

- 5.3.1, Year 1: Practice, model, and expect non-violence in classroom, interpersonal, and group interactions for any school related activity.
- 5.3.2, Year 1: Establish expectations about food for all school-related events, both student- and adult-centered.
- 5.3.3, Year 1: Through curricular and functional support, encourage healthy transportation options such as biking and walking.
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**Community: Embrace the community we have and reach out to the surrounding community.**

**Goal #6 Trillium will attract and retain a diverse student body and teaching staff.**

*Strategy 6.1 Raise awareness of the problem and the barriers to diversity.*

Action Items

- 6.1.1, Year 1: Provide professional diversity training for staff and students.
- 6.1.2, Year 1: Do a cultural competence "audit", for example, how welcoming is our lobby area to people of different cultures?
- 6.1.3, Year 1: Reach out to a broader diversity of small, local community groups.
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*Strategy 6.2 Provide the structure needed for recruitment and retention of a diverse student body and staff.*

Action Items

- 6.2.1, Year 1: Explore and plan how to meet the needs of English Language Learners.
- 6.2.2, Year 1: Continue to provide financial support for fees, meals, and other educational opportunities that may be otherwise out of reach for many of our students.
- 6.2.3, Year 1: Identify staff who will train and support other staff members in ways to incorporate issues around diversity into the school curriculum at all age levels.
- 6.2.4, Year 1: Increase recruitment outreach to diverse populations for both student applicants and teacher applicants.
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**Goal #7 Trillium will more fully engage the broader school community.**

*Strategy 7.1 Clarify and support roles of parents at Trillium.*

Action Items

- 7.1.1, Year 1: Work with Together For Trillium to improve classroom liaison program and help streamline utilizing parent volunteers within the classroom.
- 7.1.3, Year 1: Through Board-TFT leadership working group, identify roles of Together For Trillium, relationship to the school as a whole, and processes for aligning mission and dealing with issues.
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*Strategy 7.2 Clarify systems for developing/approving fundraisers and events at Trillium.*

Action Items

- 7.2.1, Year 1: A Board working group will create systems for developing/approving fundraisers and events at Trillium so that there is less confusion and more consistency with the mission and the needs of the school.
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*Strategy 7.3 Solidify structures for the Board of Directors.*

Action Items

- 7.3.1, Year 1: Update the bylaws and communicate them via the web (and paper as needed).
- 7.3.2, Year 2: Create clear and effective process(es) for recruiting and electing new members to the Board of Directors.
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*Strategy 7.4 Develop Alumni Community.*

Action Items

- 7.4.1, Year 1: Create a database of alumni and their contact information.
- 7.4.2, Year 1: Provide opportunities for alumni to gather.
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**Goal #8 We will forge and foster strong partnerships inside and outside the Trillium Community.**

*Strategy 8.1 Increase community partnerships.*

Action Items

- 8.1.1, Year 1: Strengthen relationships with current community partners such as Mercy Corp, IFCC, and PSU.
- 8.1.2, Year 1-2: Identify additional potential partnerships and work to build relationships with those organizations.
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**Infrastructure: Improve the systems, physical structures, and funds that keep us strong.**

**Goal #9 Expand and diversify the revenue base to provide stable and sustaining finances.**

*Strategy 9.1 Finalize fundraising plan.*

Action Items

- 9.1.1, Year 1: Determine feasibility of hiring a permanent, paid development director.
- 9.1.2, Year 2: Increase grant funding.
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**Goal #10 Create an aesthetically inspiring, environmentally sustainable, functional learning environment.**

*Strategy 10.1 Utilize and develop environmentally responsible practices and structures.*

Action Items

- 10.1.1, Year 1: Define/identify, develop and entrench habits and usage that are environmentally sensitive and responsible.
- 10.1.2, Year 1-3: Modify building to reduce energy usage and produce green energy on site that is green.
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*Strategy 10.2 Improve interior and exterior physical spaces.*

Action Items

- 10.2.1, Year 1: Complete the creation of a kitchen in which food can be prepared by and for the students, as a community-building learning experience.
- 10.2.2, Year 1-2: Create the rooftop garden as a classroom and food source for the school.
- 10.2.3, Year 1: Improve and maintain public spaces at Trillium at a high level that is inclusive, functional, beautiful, and welcoming.
- 10.2.4, Year 1: Create budget and acquire funding to build small stage, with lighting, light board and curtains in multipurpose space.
- 10.2.5, Year 1: Evaluate storage and fixtures for the art room.
- 10.2.6, Year 1: Explore farming opportunities, focusing on teaching at the upper school level.
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*Strategy 10.3 Provide current computer technology.*

Action Items

- 10.3.1, Year 1: Provide 2-3 computers in each classroom.
- 10.3.2, Year 1: Improve server-related issues by adding an additional server, increasing internet bandwidth, and improving backup functions.
- 10.3.3, Year 1: Provide each student with Trillium email accounts and access to calendars and documents.
- 10.3.4, Year 1: Develop and implement online course management to improve flexibility.
- 10.3.5, Year 1: Implement online portfolio system and train staff and students in its use.
- 10.3.6, Year 1: Improve functionality of student credit management system to provide better access for staff and students, improve accuracy, and reduce staff processing time.
- 10.3.7, Year 2: Evaluate moving website to a content management system.
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**Goal #11 Enhance functionality of school community.**

*Strategy 11.1 Develop and enhance internal communication systems.*

Action Items

- 11.1.1, Year 1: Host "State of the School" yearly forums.
- 11.1.2, Year 1: Improve electronic communications systems and practices to boost information sharing and productivity between parents, staff, and students.
- 11.1.3, Year 1: Train staff, students, and parents to use systems correctly and consistently.
- 11.1.4, Year 1: Continue philosophy workshops and forums.
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*Strategy 11.2 Develop and enhance external communication systems.*

Action Items

- 11.2.1, Year 1: Continue to improve website for public viewing and information gathering.
- 11.2.2, Year 2: Increase media coverage for accomplishments.
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*Strategy 11.3 Develop policies and systems.*

Action Items

- 11.3.1, Year 1: Develop systems for using kitchen for sustainable and community-nurturing events.
- 11.3.2, Year 1: Create room usage systems for all shared spaces.
- 11.3.3, Year 1: Create, train, and monitor systems for which staff have responsibility.
- 11.3.4, Year 1: Develop highly functional and useful front office systems.
- 11.3.5, Year 1: Create master plan for all physical systems of the school.
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