



# Strategic Plan 2024-2029

**Vision:** Rilke Schule students are biliterate, globally aware, and locally engaged.

**Mission:** Provide a culturally enriched, German immersion learning environment with a focus on academic excellence and student success.



## **History and Structure**

Rilke was founded by a small community of parents and educators and first opened in 2007 with 184 students. The school grew each year and rapidly expanded enrollment. After three moves, Rilke worked with a contractor to build and lease a permanent facility in 2015 to accommodate a potential of 500 students. The school conducts approximately half of its instruction in German and half in English. Rilke has been recognized for its academic excellence by several bodies, including the American Association for the Teachers of German (AATG).

## **Overview**

This Strategic Plan links (SP) the Charter, Bylaws, mission, vision, and goals of the school. These guiding documents provide context and authority for the actions and policy positions in this document.

As a charter school, equally concerned with student outcomes and Charter compliance, this plan rests on two ideas – Strategic Governance and Operational Excellence – to ensure success: Strategic Governance is the role of the Academic Policy Committee (APC). It is the operating link between the school and ASD, which authorized and approved the Charter.

APCs primary charge is charter compliance and overall strategic governance, which includes planning for the school. The four core functions of the APC are:

- 1) Hire & evaluate the principal
- 2) Approve and be responsible for the school budget
- 3) Create and adhere to the policies of the school
- 4) Approve curriculum.

Operational Excellence (academic leadership and school business management) is the realm and purview of the Principal. The Principal is the only staff member employed by the APC and is the link to the staff who teach and support the students of Rilke. The APC and Principal accomplish all strategic functions with Operational Excellence as the core activity.

## **Purpose**

This SP shall serve as the authoritative forward guidance for the APC, Principal, and staff. All school activities shall have a clear link to the SP. This applies both to school hours and after-hours Rilke-sponsored activities. Other Rilke organizations and clubs may have complimentary strategic plans and procedures in the understanding that this is the official position of the school, APC, and Principal. All Rilke supporting organizations are expected to work at the direction of the Principal and in full cooperation with the APC to ensure unity of effort and successful implementation of this plan and the school's policies.



This SP shall be reviewed by the APC and Principal annually, with a five-year thorough review and reauthorization cycle. Minor updates, where intent or outcome is not affected, are allowed. Other out-of-cycle changes follow Rilke Policy 010 - Policies for readings and process.

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## Goal 1: Foster investment in school community

### Objective statement:

Rilke Schule will foster investment in the school community for the benefit of students, staff, and families.

Strategies and Actions:	Metrics:	Completion Date	Who is Responsible
The Rilke Schule community will engage and collaborate to develop and achieve shared commitments and goals.	<p>Engagement: volunteer hours, School Business Partnership (SBP) members, School Climate and Connectedness Survey (SCCS), school events, community events</p> <p>Commitment: Staff retention, student retention</p>	End of each school year	Administration, RSV, RSI

### Objective 1.1: Rilke Schule will involve community stakeholders to support student success.

Strategies and Actions	Metrics	Completion Date	Who is Responsible
1.1.1 Maintain and increase school-business partners and sponsors	Number of SBPSs	End of each school year	Administration, APC committee

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1.1.2 Promote family engagement and volunteering	Volunteer Hours	Enduring work, volunteer hours are checked quarterly	Administration, Staff, RSV
1.1.3 Host and support school, district, and RSV events	Number of Events	Evaluate annually, enduring work	Administration, Staff, RSV
1.1.4 APC will encourage input from the community	APC surveys, public comment	Enduring Work	APC

**Objective 1.2:** Rilke Schule Staff will be engaged in the school community.

Strategies and Actions	Metrics	Completion Date	Who is Responsible
1.2.1 Staff will participate in and organize school events and groups/clubs	Staff representative report to APC	Evaluate annually, Enduring Work	Administration, RSV, RSI (clubs), Staff
1.2.2 Rilke Schule will retain staff	Staff Retention numbers	End of school year	Administration, Staff
1.2.3 Staff will participate in professional development (PD) and professional organizations.	Number of staff attending PD and involved in professional organizations	Evaluate annually, enduring work	Administration, Staff

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**Objective 1.3:** Rilke Schule students will be engaged in the school community.

Strategies and Actions	Metrics	Completion Date	Who is Responsible
1.3.1 Students will learn Social Emotional Learning (SEL) skills to build community	3-5 grades SCCS results for SEL and caring for others. 6-8 grades climate survey results for SEL.	4th Quarter	Staff, Counselor, Admin
1.3.2 Students will engage in school events.	Number of students attending or participating in school events such as: Spirit Week, Oktoberfest, Skt Martinstag, Skt Nikolaustag, Christkindlmarkt, Kinderlauf, School Clean Up Day, school assemblies, etc.	Enduring work	Students, staff, RSV, and families
1.3.3 Student organizations, clubs, and teams will be promoted by Rilke Schule to provide opportunities and enrichment.	Number of student organizations, clubs, and sports available.	Evaluate annually/ ongoing work	Students, Staff, Families, and RSI (clubs)

**Goal 2:** Ensure Rilke Schule's Sustainability

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**Objective statement:** Rilke Schule will mindfully ensure its sustainability through staff/student retention, fiscal responsibility, maintaining a suitable facility, and meeting goals by the end of each school year.

Strategies and Actions:	Metrics:	Completion Date	Who is Responsible
Rilke Schule will use best-practice recruiting and retention strategies for students and staff. Rilke Schule will mindfully manage the budget and facility to ensure sustainability. Rilke will leverage dual language immersion instruction to achieve academic goals.	Student retention numbers, staff retention numbers, budget reports, student data.	Budget - Monthly, Retention - Annually, Student Data - By Semester	Administrator, APC

**Objective 2.1:** Rilke Schule will recruit and maintain student enrollment numbers.

Strategies and Actions	Metrics	Completion Date	Who is Responsible
2.1.1 Recruit new students through marketing (social media, school fairs, flyers, recommendations)	Incoming students	Second Semester	Administration
2.1.2 Retain students by providing before and after school student enrichment opportunities and supervision.	Student Retention Numbers, Rilke Clubs enrollment numbers, family exit surveys	Evaluate annually, enduring work	Admin, Staff, RSI (clubs)

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2.1.3 Maintain class sizes of 20 - 25 students.	Classroom rosters	Beginning of the school year	Administration
2.1.4 Provide a safe, engaging, and successful learning environment where students and families want to be.	SCCS, student data, retention numbers	Enduring work	Administration

### **Objective 2.2:** Rilke Schule will recruit and retain staff.

Strategies and Actions	Metrics	Completion Date	Who is Responsible
2.2.1 Rilke Schule staff will practice academic freedom within a dual language immersion model, ASD policies, and state law.	Measurements of Academic Progress (MAP) data, Student grades, teacher evaluations	Evaluate annually, enduring work	Administration, Staff
2.2.2 Maintain successful Amity Internship Program.	Staff recruitment numbers from Amity Program	Evaluate annually, enduring work	Administration, Intern Coordinators, RSI
2.2.3 Provide targeted professional development to foster collective capacity.	Track and record professional development	Evaluate annually, ongoing work	Administration



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<p>2.2.4 Rilke Schule will invite input from the staff for decision making purposes and collective buy in.</p>	<p>Staff representatives on the Leadership team, APC, and RSV  Staff participation in surveys</p>	<p>Enduring Work</p>	<p>APC, RSV, Leadership Team, Administration</p>
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### Objective 2.3: Rilke Schule will maintain financial stability.

Strategies and Actions	Metrics	Completion Date	Who is Responsible
<p>2.3.1 Operate and maintain a proper school facility for K - 8th grade students.</p>	<p>Facilities Report, treasurer's report</p>	<p>Evaluate annually, enduring work</p>	<p>APC, Administration, RSI</p>
<p>2.3.2 Diversify funding sources</p>	<p>Grants awarded, Fundraising</p>	<p>Evaluate annually, enduring work</p>	<p>APC, RSV, RSI, Administration, Staff</p>
<p>2.3.3 Work with ASD and the Alaska State Legislature and other Alaska charter schools to advocate for consistent funding and other support.</p>	<p>Communications, legislative testimony</p>	<p>Evaluate annually, ongoing work</p>	<p>APC, RSV, RSI</p>
<p>2.3.4 Operate within a balanced budget.</p>	<p>Budget reports, Budget Development and Submission</p>	<p>Monthly, Yearly</p>	<p>Administration, APC</p>

**Goal 3:** Promote student success through Dual Language German Immersion education.

**Objective statement:** Students will meet and surpass district and state academic benchmarks while developing German language proficiency in.

Strategies and Actions:	Metrics:	Completion Date	Who is Responsible
Rilke Schule staff will provide effective instruction so students meet and surpass literacy, mathematics, and German proficiency benchmarks.	Student Data: mClass, Measurement of Academic Progress (MAP) Alaska System of Academic Readiness (AK STAR) Standards-based Measurement of Proficiency (STAMP) Deutsche SprachDiplom (A1, A2, DSD1)	Beginning, middle, and end of each school year	Administration, Staff, Students

**Objective 3.1:** Rilke Schule students will develop German language proficiency and learn grade level content through dual language German immersion instruction.

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Strategies and Actions	Metrics	Completion Date	Who is Responsible
3.1.1 Align learning targets across all grade levels in German classes	Organized instructional scope and sequence with clear academic goals and effective German curricular materials.	Enduring Work	Admin, German teaching staff
3.1.2 German staff will utilize approved German curriculum, develop additional German curriculum as needed, and effectively instruct students to meet German proficiency benchmarks.	STAMP, A1, A2, and DSD1 data	Second Semester	Administration, Staff
3.1.3 Provide opportunities for Professional Learning Communities to collaborate and problem solve.	German staff members will regularly meet to collaborate and develop curriculum.	Enduring Work	Admin, German teaching staff
3.1.4 Students and staff will be fully immersed in the German language while in the German speaking classroom.	Sprachmeister, student grades, teacher evaluations	Enduring Work	Administration, German teaching staff

**Objective 3.2:** Rilke Schule Staff will work to meet the academic and social-emotional needs of each student.

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Strategies and Actions	Metrics	Completion Date	Who is Responsible
3.2.1 Provide instructional / academic support for students to meet grade level benchmarks.	Student Data - mClass, MAP, AK STAR	Beginning, middle, and end of each school year.	Administration, Staff
3.2.2 Develop academic and behavioral interventions that best meet student needs	Student data - mClass, MAP, Whatever I Need (WIN) goals, Special Education (SPED) goals  Behavioral Data: Detentions and Suspensions	Enduring work	Administration, Staff, Anchorage School District (ASD)
3.2.3 Provide relevant professional development opportunities to increase staff collective efficacy in dual language immersion instruction	Annual accounting of completed PD	Evaluate annually, ongoing work	Administration, ASD

**Objective 3.3:** Rilke Schule students will meet and surpass Anchorage School District academic benchmarks.

Strategies and Actions	Metrics	Completion Date	Who is Responsible
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<p>3.3.1 Through effective instruction and impactful academic support, 80% of Rilke Schule's 3rd - 8th grade students will meet or surpass literacy benchmarks.</p>	<p>Student Data - MAP, AK STAR</p>	<p>Beginning, middle, and end of each school year.</p>	<p>Administration, Staff</p>
<p>3.3.2 Through effective instruction and impactful academic support, 70% of Rilke Schule's 3rd - 8th grade students will meet or surpass mathematics benchmarks.</p>	<p>Student Data - MAP, AK STAR</p>	<p>Beginning, middle, and end of each school year.</p>	<p>Administration, Staff</p>
<p>3.3. Through effective instruction and impactful academic support, all 3rd grade students will meet or surpass literacy benchmarks by the end of the school year.</p>	<p>Student Data -mClass, MAP, AK STAR</p>	<p>Beginning, middle, and end of each school year.</p>	<p>Administration , Staff</p>

**Objective 3.4:** Rilke Schule will foster strong professional relationships with German partner schools, dual language immersion programs, and charter schools.

Strategies and Actions	Metrics	Completion Date	Who is Responsible
<p>3.4.1 Rilke Schule will operate a successful GAPP exchange program and other travel opportunities, so students may travel and explore the world.</p>	<p>Number of student participants</p>	<p>Enduring action</p>	<p>Administration, Staff</p>

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<p>3.4.2 Rilke Schule staff will collaborate with German teachers across the nation and internationally to develop capacity.</p>	<p>Number of staff members who collaborate through conferences, meetings, and school visits.</p>	<p>Enduring action</p>	<p>Administration, Staff</p>
<p>3.4.3 Rilke Schule staff will collaborate with other charter schools across ASD and Alaska to develop capacity.</p>	<p>Number of staff members who collaborate through conferences, meetings, and school visits.</p>	<p>Enduring action</p>	<p>Administration, Staff, APC</p>