



SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item 10.1

Meeting Date: November 5, 2015

Subject: First Draft Strategic Plan

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: _____)
- Conference/Action
- Action
- Public Hearing

Division: Strategy and Innovation Office

Recommendation: Receive information on the First Draft Strategic Plan.

Background/Rationale: Staff will present the First Draft Strategic Plan, and will describe the process for community engagement and feedback on the plan.

Financial Considerations: None

LCAP Goal(s): College and Career Ready Students; Safe, Clean, and Healthy Schools; Family and Community Engagement

Documents Attached:

1. Executive Summary
2. Draft Strategic Plan

Estimated Time of Presentation: 15 minutes

Submitted by: Dr. Al Rogers, Chief Strategy Officer

Approved by: José L. Banda, Superintendent

Board of Education Executive Summary

Strategy and Innovation Office

First Draft Strategic Plan
November 5, 2015



I. OVERVIEW / HISTORY

In the 2014-15 school year, the Sacramento City Unified School District started a process to update its Strategic Plan. The previous Strategic Plan expired and several changes over the last few years have occurred: it has become important to create a new Strategic Plan that reflects current needs and commitments, and future community aspirations.

Current priorities include, for example, the newly introduced State Local Control Funding Formula (LCFF) and the Local Control and Accountability Plan (LCAP). The LCAP only partially aligns to the previous Strategic Plan pillars and full alignment with our Strategic Plan is key to our shared success. Also, there have been many leadership changes and new and/or different priorities that are not reflected in the previous plan. These kinds of changes lead our community to create a new, updated Strategic Plan that will inform our decisions as we continue our work together in the service of our students.

The District engaged Pivot Learning Partners (Pivot) to assist our community-wide work of re-designing our Strategic Plan. Pivot is a nonprofit organization known nationally for innovative strategic planning with American public school communities. The new Strategic Plan will be presented to the Board of Education in June, 2016 for implementation in the 2016-17 school-year.

II. DRIVING GOVERNANCE

The Sacramento City Unified School District's previous strategic plan was launched in 2010, as a descriptive companion to the Board of Education-adopted Mission Statement: *Students graduate as globally competitive, lifelong learners, prepared to succeed in a career and higher education institution of their choice to secure gainful employment and contribute to society.* The three foundational pillars of the Strategic Plan: Career and College-Ready Students; Family and Community Engagement; and Organizational Transformation, guided the work of the district since 2010. With new leadership, community development, and new opportunities the Superintendent and the Board of Education agree it's time to create a new Strategic Plan.

III. BUDGET

SCUSD contracted with Pivot Learning Partners to support staff in the work of facilitating the development of a new Strategic Plan for a sum of \$153,000.



IV. GOALS, OBJECTIVES, AND MEASURES

The main outcome of the strategic planning process this year is the highest quality strategic plan that will:

- Integrate seamlessly with the LCAP
- Reflect best educational practices, and will be feasible and sustainable
- Capture the needs and vision of all SCUSD stakeholder groups
- Include performance indicators to track implementation and effects.

V. MAJOR INITIATIVES

The Strategic Plan will provide a framework for the district culture, norms and student supports for five years. It is expected that the Strategic Plan will align with the LCAP and, by extension, the Single Plan for Student Achievement at each school site.

VI. RESULTS

The district is following a Change Design Process to update its Strategic Plan. From mid-July through mid-August, we completed the Pre-Work Phase. The Pre-Work Phase was an opportunity to determine how various stakeholder groups can be involved in the process and develop a plan for rolling out the process, including setting deadlines for outcomes and creating the framework for a hands-on Design Team. The official launch of the project to stakeholders was September 3.

We completed the Discover and Interpret Phase from mid-August to the end of September. During that phase, the Design Team studied the current context of the District. This included beginning to understand the experience of district stakeholders and starting to deeply review district data (achievement data, culture and climate data, and budget and operations data). This also included studying other districts to determine best practices that can be applied to SCUSD's Strategic Plan and LCAP. The Needs Assessment report was the first major deliverable in the strategic planning process.

The Needs Assessment was shared with the Board on October 15 and is posted on the district website in English and five district threshold languages: Spanish, Hmong, Chinese, Russian and Vietnamese.

Board of Education Executive Summary

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We have just completed the third phase: Ideate and Prototype, resulting in a first draft Strategic Plan that is in outline form.

To begin the work, Superintendent Banda provided the structure of the plan with four big goals:

- College and Career-Ready Students
- Safe, Healthy, Engaging Schools
- Family and Community Empowerment
- Operational Excellence

The Design Team created and visualized actions that connected district needs with each of these goals. A Design Team subcommittee refined and formatted the actions and provided examples. Consultation with members of the Superintendent's Executive Cabinet for additional examples ensured that the district is following best practices in their area of expertise. Finally, the draft is being shared with the Board of Education at the November 5 Board meeting. The eight state priorities required by LCFF are noted in this draft as we begin to align the Strategic Plan to the LCAP.

The district will now begin the first cycle of feedback on the draft plan.

VII. LESSONS LEARNED / NEXT STEPS

- November 6 – December 11, 2015: Cycle 1 feedback on the district's draft strategic plan (School site meetings, community meetings, community planning process with Public Education Volunteers)
- January – March 2016: Review data and produce draft Strategic Plan
- April 2016: Gather Cycle 2 feedback on the draft alongside the draft LCAP
- May 2016: Review data and produce final draft Strategic Plan and LCAP
- June 2016: – Presentation of final Strategic Plan to the Board with implementation plans for the 2016-17 school year.



Strategic Plan 2016-2021: First Draft

Preface to the First Draft of the Strategic Plan

We have outlined four goals that the District is committed to achieve. They are:

1. Ensuring that all students are **college and career ready**.
2. Fostering school environments that are **safe, healthy and engaging** for all students.
3. **Empowering family and community** to be equal and active partners in their child's educational success.
4. Ensuring that SCUSD is **service-focused and operates efficiently and effectively**.

We are also committed to the actions below each of the four goals.

Since everything cannot be achieved at once, we need to determine how to roll out these actions over the next five years (what to prioritize and when, etc.). Your voice as a SCUSD stakeholder is important for our planning. From your perspective, we need to know how you would prioritize these actions. Please review the next two pages and complete the Strategic Plan survey.

Note that this is just the first cycle of feedback on the Strategic Plan. In the next cycle (March and April), you will receive an even more detailed version, seamlessly integrated with the District's Local Control and Accountability Plan (LCAP).

SCUSD Mission

Students graduate as globally competitive lifelong learners, prepared to succeed in a career and higher education institution of their choice to secure gainful employment and contribute to society.

SCUSD Vision

Every student is a responsible, productive citizen in a diverse and competitive world.

SCUSD Core Values

- **Equity:** All students will receive instruction and intervention supports where needed to be successful and to reduce educational and opportunity gaps in our community.
- **Achievement:** Students will be provided with a relevant, rigorous and well-rounded curriculum, with the expectation that all will be well prepared for a career or post-secondary education.
- **Integrity:** Communication and interaction among and between students, parents, staff and community partners is defined by mutual respect, trust and support.
- **Accountability:** Commitment to transparency and ongoing review of data will create a culture focused on results and continuous improvement.
- **Efficiency:** Financial and human resources are managed effectively and prioritized to meet goals and expectations.



Goal: College and Career Ready Students

SCUSD will challenge and support all students to actively engage in rigorous and relevant curriculum that prepares them for college and career, regardless of zip code, race/ethnicity, ability, language proficiency, and life circumstance.

Note: This goal aligns to Local Control and Accountability Plan Priority Areas 2 (Implementation of State Standards), 4 (Pupil Achievement), 7 (Course Access), and 8 (Other Pupil Outcomes).

Action	Example Services
Improve and expand the implementation of standards-based curriculum	<i>This would include implementation of English Language Development Standards, Next Generation Science Standards, and improved implementation of Common Core State Standards. This also includes improved assessment to measure student progress.</i>
Expand approaches to instruction	<i>This could include language immersion, work-based learning, expanded course options through Advanced Placement and college partnerships, dual enrollment, and expanded and improved use of instructional technology.</i>
Expand and improve interventions and academic supports for all students	<i>This could include improved Early Childhood Education, improved Special Education services, and building systems that lead to positive outcomes for students of color, low income, English Learners, foster and homeless youth.</i>
Provide additional opportunities for high quality learning	<i>This could include additional opportunities for trips to colleges and universities, arts education, service learning, and other electives, expanded afterschool and summer school programs.</i>
Improve teacher and leader practice	<i>This could include building structures for professional learning and collaboration among networks of teachers and leaders to support specific student sub-group performance and instructional technology application.</i>

Goal: Safe, Healthy and Engaging Schools

SCUSD will cultivate clean, healthy, safe, and inviting school environments that foster student engagement, promote daily attendance, and remove barriers to learning.

Note: This goal aligns to Local Control and Accountability Plan Priority Areas 5 (Pupil Engagement) and 6 (School Climate).

Action	Example Services
Provide students and staff with culturally relevant social, emotional, and health supports	<i>This could include districtwide implementation of social and emotional learning (SEL) practices and increased access to wrap-around health and mental health services.</i>
Build and maintain safe and supportive school climates	<i>This could include districtwide implementation of positive school climate supports such as Restorative Practices, Bullying Prevention and Positive Behavioral Interventions and Supports (PBIS).</i>
Ensure clean, safe and welcoming environments conducive to learning	<i>This would include providing supports to ensure that facilities are clean and well-maintained, staffing to ensure campus safety, and school environments that are welcoming to all stakeholders and support the student experience.</i>



Goal: Family and Community Empowerment

SCUSD will provide tools and family empowerment opportunities that are linked to supporting student academic achievement and social emotional competencies, in order for families to be equal and active partners in their child’s educational success.

Note: This goal aligns to Local Control and Accountability Plan Priority Areas 3 (Parental Involvement) and 5 (Pupil Engagement).

Action	Example Services
Continue to build parent capacity for empowerment	<i>This could include expanded classes for parents, support for participation in home visits, ensuring School Site Councils and site plans meet family engagement goals, and culturally competent communication to families with translation and accessible language.</i>
Support the wide range of needs of school communities	<i>This could include Parent Resource Centers at school sites, training for staff on effective models for parent engagement, expanded facility availability, and maintaining relationships with community partners.</i>
Foster and strengthen community partnerships	<i>This could include expanded engagement opportunities for parents at community sites, and continued partnerships with public and private institutions to provide enriching experiences for families.</i>

Goal: Operational Excellence

SCUSD will be a service-focused organization. We will consistently serve students, families, staff and community with efficient and effective programs, practices, policies and procedures at every point of contact across the district.

Note: This goal aligns to Local Control and Accountability Plan Priority Area 1 (Basic Services).

Action	Example Services
Commit to the highest standards of customer service	<i>This could include establishing districtwide standards for customer service, training staff, and developing a customer service measurement tool for each district department.</i>
Hire, support, and retain high quality staff, reflective of the diversity of our community	<i>This could include a focus on recruiting and hiring more diverse staff, and building a structure of support for all SCUSD staff.</i>
Identify and improve systems and practices for all operations and business services	<i>This could include a review of district systems and practices to establish standard operating procedures, training staff on those procedures, and identifying and addressing inefficiencies.</i>
Implement a robust data collection and reporting process	<i>This would include developing and using data to ensure all programs, policies, and procedures are implemented effectively and can be measured for impact on student achievement and district operations.</i>