



SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item 3.3

Meeting Date: June 28, 2016

Subject: Adopt Strategic Plan 2016-2021

- 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: Adopt the 2016-21 Strategic Plan.

Background/Rationale: The former Strategic Plan was implemented in 2010, and expired in 2014. Staff was directed to develop a new Strategic Plan that would build upon the existing plan, while capturing the evolving vision of stakeholders, the Superintendent, and the Board of Education. The process was designed to ensure that the district's Strategic Plan, Local Control and Accountability Plan, and Single Plans for Student Achievement (SPSA) would be in alignment, reflecting a common structure, goals, and vision. The draft Strategic Plan has been through two major revisions and is presented with proposed Key Performance Indicators (KPIs). All progress on the Strategic Plan will be reported with the district's developing Data Dashboard.

Financial Considerations: None

LCAP Goals: College and Career Ready Students; Safe, Clean and Healthy Schools; Family and Community Engagement

Documents Attached:

1. Executive Summary
2. Draft Strategic Plan

<p>Estimated Time of Presentation: 10 minutes</p> <p>Submitted by: Al Rogers, Ed.D., Chief Strategy Officer</p> <p>Approved by: José L. Banda, Superintendent</p>
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Board of Education Executive Summary

Strategy and Innovation Office

Adopt Strategic Plan 2016-2021

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I. OVERVIEW / HISTORY

Since August 2015, staff has worked with community stakeholders in an inclusive process to update the SCUSD Strategic Plan.

The district's planning and design process has yielded a Strategic Plan that will:

- Align long term strategic actions with the Local Control and Accountability Plan,
- Reflect best educational practices, and will be feasible and sustainable,
- Capture the shared vision of SCUSD stakeholder groups, including students and their families, teachers, administrators, central office staff, community members, the Superintendent, and the Board of Education.
- Harness the power of on-going study of performance indicators to track implementation and effects as a means to continuous improvement.

Following the establishment of a Design Team and a creation of a district Needs Assessment, in November 2015, the Strategy and Innovation Office shared the first draft of the proposed Strategic Plan in outline form.

After a period of engagement on the draft ("Cycle 1"), a revised second draft was created to share through a series of regional meetings ("Cycle 2") during April and May 2016. The second round of engagement established that there was sufficient support for the revised plan. The third draft of the Strategic Plan is presented for a final round of feedback by Board members, for adoption at the end of June, 2016 for implementation beginning in the 2016-17 school year.

II. DRIVING GOVERNANCE

The 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 previous Strategic Plan: *Career- and College-Ready Students, Family and Community Engagement, and Organizational Transformation*, guided the work of the district to date.

III. BUDGET

Relying primarily on district resources, we have been able to keep the costs within budget.

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IV. GOALS, OBJECTIVES, AND MEASURES

There are three key ideas driving this work:

- The Strategic Plan is an exercise for us as a community to envision excellence for our students, and from ourselves.
- The Local Control and Accountability Plan (LCAP) is the detailed plan that will actualize the intentions and commitments of the Strategic Plan.
- Our Data Dashboard will make leading and lagging indicators available to all stakeholders as a means to authentic, shared community leadership.

V. MAJOR INITIATIVES

The Strategic Plan will provide a framework for 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 draft Strategic Plan is framed around four major goals. Included with each of the goals is a list of sample initiatives and associated activities that the district is committed to achieve.

- College, Career and Life-Ready Graduates
- Safe, Emotionally Healthy and Engaged Students
- Family and Community Empowerment
- Operational Excellence

In order to put forth this updated draft of the Strategic Plan, staff has utilized the following tools:

- Strategic Plan Design Team research and refinement
- Cycle 2 Community Meetings
- Collaborative seminars with labor partners, the Student Advisory Council, DELAC, Community Advisory Committee on Special Education, and the Parent Information Exchange
- Ongoing review and development with the Superintendent's Extended and Executive Cabinets
- Applicable work of innovative partner districts

The draft plan presented at the June 16 Board meeting includes proposed metrics to measure the effectiveness of the plan's implementation and on-going efforts to improve District services.

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VII. LESSONS LEARNED / NEXT STEPS

- June 28, 2016: Presentation of final Strategic Plan to the Board for adoption
- July, 2016: Departmental goal-setting for the five-year period
- July, 2016: Collateral material designed
- September 1, 2016: Strategic Plan is launched with the first day of school



Strategic Plan 2016-2021

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:** Commitment to reducing the academic achievement gap by ensuring that all students have equal access to the opportunities, supports and the tools they need to be successful.
- **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 and post-secondary education.
- **Integrity:** Communication and interaction among and between students, parents, staff, labor 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 in a fiscally sustainable manner.

SCUSD Goals

College, Career and Life Ready Graduates
Safe, Emotionally Healthy and Engaged Students
Family and Community Empowerment
Operational Excellence



College, Career and Life Ready Graduates

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

Action	<i>Proposed Services</i>
Improve and expand the implementation of standards-based curriculum LCAP Actions: 1.1A, 1.1B, 1.1C, 1.1D, 1.3A 2.2D	<ul style="list-style-type: none"> • <i>Implement high quality, rigorous standards in all areas</i> • <i>Increase use of classroom instructional strategies that foster students' social and emotional skills and support a growth mindset, in all areas of academic instruction.</i> • <i>Improve assessments to measure student progress</i>
Expand and improve interventions and academic supports for all students in order to close the achievement gap LCAP Actions: 1.1F, 1.1 I, 1.1 L, 1.2A, 1.2 B, 1.2 D, 2.2 M, 2.2 N	<ul style="list-style-type: none"> • <i>Build systems that lead to positive outcomes for students of color, low income, English Learners, foster and homeless youth, students with disabilities and all underperforming demographic groups.</i> • <i>Expand access to Preschool and Early Kindergarten</i> • <i>Implement a Multi-Tiered System of Support in order to provide a broad set of solutions for struggling students, and to reduce disproportional representation of subgroups in special education.</i> • <i>Offer more options for personalized learning including, but not limited to, tutoring, independent study, credit recovery</i> • <i>A-G offered at all high schools as the default curriculum</i>
Expand the continuum of learning opportunities LCAP Actions: 1.1 E, 1.1G, 1.1 J	<ul style="list-style-type: none"> • <i>Replicate effective innovative school designs</i> • <i>Expand and improve use of instructional technology</i> • <i>Increase options for work-based learning</i> • <i>Increase participation in Advanced Placement, dual enrollment, and college partnerships</i>
Hire, support, and retain high quality teachers and leaders, reflective of the diversity of our community, and improve teacher and leader practice LCAP Actions: 1.1 B, 1.1 C	<ul style="list-style-type: none"> • <i>Create strategies to recruit and hire more diverse teaching staff</i> • <i>Build structures for professional learning and collaboration among networks of teachers and leaders to support specific student subgroup performance and instructional technology application.</i>
Support all students to navigate the path to college and career LCAP Actions: 1.1 H, 1.1 I	<ul style="list-style-type: none"> • <i>Implement a comprehensive system to provide students with the tools to succeed in post-secondary endeavors</i> • <i>Provide opportunities to expose students to colleges and universities</i> • <i>Provide information, services and resources to students and their families to ensure they prepare for and succeed in college</i> • <i>Commit to a partnership between SCUSD, Los Rios Community Colleges, CSUS and the City of Sacramento to make education and the completion of a college degree an attainable goal for all students.</i>



Safe, Emotionally Healthy and Engaged Students

SCUSD will provide supports and opportunities to ensure that every student succeeds, with safe school environments that foster student engagement, promote daily attendance, and remove barriers to learning.

Action	<i>Proposed Services</i>
<p>Provide students and staff with culturally relevant social, emotional, and health supports to ensure positive school climates LCAP Actions: 1.3 A, 2.2 D, 2.2E, 2.2G, 2.2 I, 2.2 K, 2.2 L</p>	<ul style="list-style-type: none"> • <i>Ensure a positive school climate at every school using the approach to behavior supports indicated for the school culture and population</i> • <i>Increase access to wrap-around health and mental health services</i> • <i>Increase use of disaggregated school data on school climate and academics to make data-driven decisions to confront and interrupt inequities</i>
<p>Ensure safe, welcoming environments conducive to learning LCAP Actions: 2.1A, 2.1B, 2.2A, 2.2B, 2.2C</p>	<ul style="list-style-type: none"> • <i>Maintain clean, safe and appealing facilities</i> • <i>Build, acquire and/or expand facilities sufficiently to meet students' learning needs</i> • <i>Provide sufficient staffing, training, and communication to ensure campus safety</i> • <i>Promote healthy eating, healthy habits, healthy lifestyles and maximum access to full nutritious school meals for students</i>
<p>Provide additional opportunities for high quality learning LCAP Actions: 1.2 C</p>	<ul style="list-style-type: none"> • <i>Increase access to expanded learning programs and summer learning</i> • <i>Expand leadership academies for young men and women of color</i> • <i>Encourage participation in service learning projects</i>



Family and Community Empowerment

SCUSD will commit to a welcoming school environment for our community; recognize and align district partnerships; and 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.

Action	<i>Proposed Services</i>
Increase parent empowerment LCAP Actions: 3.1 A, 3.1 B, 3.2 A	<ul style="list-style-type: none"> • <i>Expand workshop capacity for parent learning</i> • <i>Increase participation in home visits</i> • <i>Provide culturally competent communication to families with translation and accessible language</i> • <i>Support and sustain district parent leadership by partnership with committees including, but not limited to, DELAC, CAC, Foster Parent Council and PTA/PTO</i>
Ensure that schools are welcoming to all members of the community LCAP Actions: 3.1 A, 3.2 A	<ul style="list-style-type: none"> • <i>Facilitate development of Parent Resource Centers at school sites</i> • <i>Train staff on effective models for parent engagement</i> • <i>Expand facility availability outside of the school day</i>
Maintain, foster, and strengthen community partnerships LCAP Actions: 3.1 A	<ul style="list-style-type: none"> • <i>Align community partners to Strategic Plan</i> • <i>Offer parent workshops in the community</i> • <i>Partner with higher education institutions to provide enriching experiences for families</i>



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.

Action	<i>Proposed Services</i>
Commit to the highest standards of customer service	<ul style="list-style-type: none"> • <i>Establish districtwide standards for customer service</i> • <i>Provide training in customer service standards</i> • <i>Develop a customer service measurement tool for each district department</i>
Hire, support, and retain high quality employees, reflective of the diversity of our community, and continually provide opportunities for professional learning.	<ul style="list-style-type: none"> • <i>Create strategies to recruit more diverse staff</i> • <i>Build a structure of support for all SCUSD staff</i> • <i>Implement approaches to the bargaining process that foster a collaborative structure for reaching positive outcomes for all parties</i>
Identify and improve systems and practices for all operations and business services	<ul style="list-style-type: none"> • <i>Review district systems and practices to establish high quality standard operating procedures and ensure consistency of practice</i> • <i>Provide staff training on those procedures</i> • <i>Identify and address inefficiencies</i>
Implement a robust data collection and reporting process LCAP Actions: 1.1 B, 1.3A	<ul style="list-style-type: none"> • <i>Develop and use data to ensure all programs, policies, and procedures are implemented effectively and can be measured for impact on student achievement and district operations.</i>