SAN LEANDRO UNIFIED SCHOOL DISTRICT
Strategic Plan 2017-2020

OUR MISSION

The mission of the San Leandro Unified School District is to educate students to achieve academic excellence in order to become confident, collaborative, and engaged citizens in a community rich in heritage and diverse in culture, where we value our traditions and embrace innovation.

OUR IMPLEMENTATION TIMELINE AND APPROACH

As we operationalize each of the five goals through our key initiatives, our timeline and approach over the course of the next three years will work as follows:

- **YEAR 1 2017-2018:** SLUSD will **analyze** our current reality and readiness levels in each of the five areas. We will plan the tactics necessary to ensure effective, sustainable implementation of the key initiatives intended to support each goal.
- **YEAR 2 2018-2019:** SLUSD will **implement** key initiatives and **monitor** improvement efforts from the onset in order to ensure we have created optimal conditions for effective, sustainable implementation.
- **YEAR 3 2019-2020:** Based upon our monitoring of implementation, SLUSD will **evaluate** and **adjust** in order to align goals and the associated key initiatives with the outcomes intended for students, families and employees. This evaluation and these adjustments will inform the next round of strategic action planning for the district.

OUR STRATEGIC GOALS

Our goals are designed to bring organizational focus to our district. Each goal is supported by key initiatives which provide the categories of work necessary to successfully achieve the goals on behalf of our students and families. The more specific tactics outlined for each initiative are the concrete action steps for staff to implement over the next three years.

GOAL #1: Teach, Learn, and Achieve

Expectation: Every classroom and program in the district will provide students with engaging, responsive and personalized learning experiences that emphasize academic excellence, global competencies (i.e. critical thinking, problem solving, communication, collaboration, and creativity) and civic engagement.

Key Initiatives & Tactics:

1. **Standards Aligned Instruction and Assessment**
    a. Support the effective, consistent implementation of newly adopted standards in ELA, Math, ELD, Science and Social Studies
    b. Assess student learning through a robust, balanced assessment system that includes formative, diagnostic, interim, summative and performance based assessment tools to inform teaching and respond to students' needs
    c. Improve performance outcomes for students in the area of mathematics through systematic implementation of the board adopted math curriculum
2. **Responsive, Engaging Pedagogy**
    a. Implement Project-Based Learning so that every student experiences at least two project based units every academic year
    b. Integrate technology consistently through the adopted blended learning suite
    c. Provide professional development and support for culturally and linguistically responsive teaching
    d. Focus on ensuring access to systematic language development opportunities throughout the instructional day for our English learners
3. **Personalized and Real-World Learning**
    a. Promote an instructional delivery model that develops the global competencies (i.e. critical thinking, problem solving, communication, collaboration, and creativity)
    b. Utilize a multitiered intervention framework for academic and behavioral support
    c. Offer enrichment experiences to enhance learning outside of the classroom
    d. Promote and support teaching practices and learning experiences focused on civic engagement

GOAL #2: Equity and Inclusion through College and Career Readiness

Expectation: All schools will create inclusive environments and more equitable outcomes for all students through actions and services that promote the development of our students' college and career readiness and positive personal development.

Key Initiatives & Tactics:

1. **College Connections**
    a. Inspire students to attend public and/or private colleges by establishing a K-12 college-going culture across classrooms
    b. Systematize college and career counseling programming experiences and outcomes
    c. Unleash scholarship and other financial support tools so students access fiscal resources
    d. Strengthen the connection between general education and special education services to improve postsecondary options for our students with special needs
    e. Increase the reclassification rates of English Learners in order to ensure access to college

going course programming
   f. Expand specialized programs such as the Two Way Bilingual Immersion, S.T.E.M, and other programs that enhance learning and provide students with a competitive edge when considering college and career opportunities
   g. Implement strategic parent education efforts about how to support student success at home

2. **Career Exploration**
   a. Implement career pathways and rigorous course programming that combines academic content and applied, career oriented learning
   b. Institutionalize work based learning and internship programs
   c. Expand career technical education and alternative programs to graduation

3. **Socioemotional Development**
   a. Promote prevention and intervention programs that focus on health, wellness and positive personal, social development.

GOAL #3: Collaborative and Engaged District Culture

Expectation: All staff and district partners effectively collaborate and remain fully engaged around our goals of student learning in order to provide outstanding educational experiences to all students.

Key Initiatives & Tactics:

1. **Employee Relations**
   a. Adopt best practices in human resources services for our employees
   b. Improve fiscal processes and planning to maximize and leverage human resources
   c. Enhance new employee onboarding and mentorship experiences
   d. Improve feedback loops between management and employees

2. **Employee Development**
   a. Continue ongoing professional development opportunities for all employee groups including management, support staff and teachers based on employee input
   b. Promote health and wellness efforts for students, families and employees that support improved teaching and learning in the classroom

3. **Effective Communication**
   a. Implement standard operational procedures for effective internal communication with all employee groups
   b. Improve the quality and consistency of our communication with families and the San Leandro community at large through a variety of communication channels

GOAL #4: Family and Community Involvement

Expectation: SLUSD will actively engage with families and the community at large to build reciprocal relationships that promote and support the positive social, emotional and academic development of our students.

Key Initiatives & Tactics:

1. **Bridging Home and School**
   a. Systematize parent engagement efforts at the district and site level

b. Provide outstanding, consistent translation services to our multilingual community
c. Deepen the understanding of the English Learner pathways and their intended educational outcomes for our English Learner parents
d. Improve parent feedback loops

2. Connecting Schools and Community

a. Foster partnerships with local companies and businesses, public agencies, our local foundations, and our city
b. Ensure high standards of school safety and deliver effective emergency response and operations
c. Promote local civic engagement opportunities and programs both inside and outside the classroom for students to develop a strong sense of citizenship

GOAL #5: Facilities and Technology

Expectation: SLUSD will effectively maintain and improve its facilities and technology infrastructure in order to provide an optimal learning environment for all students.

Key Initiatives & Tactics:

1. Transformational Improvements

a. Implement the following Measure J1 bond projects successfully: HVAC, portable replacement, library modernization, electrical upgrades, district office acquisition, and technology
b. Refresh technology hardware as needed in order to maintain a 1:1 digital classroom environment and ensure employees have access to tools that support high degrees of technology integration in their work
c. Facilitate opportunities that create access to internet and devices at home for students and their families

2. Strategic Maintenance

a. Improve the capacity of the facilities, maintenance and operations department to better maintain the conditions of our schools
b. Maintain our state of the art technology infrastructure

OUR PROCESS

January 2017 Phase One: Planning and Development

The strategic plan process began with a board study session and workshop on January 17, 2017. Trustees, the senior management team, and the superintendent engaged in a workshop focused on two primary tasks: evaluating our 2013-2016 strategic plan outcomes and participating in a design session in order to develop the next five key areas. Through a variety of activities and facilitated discussions, the team developed a preliminary draft of the new five goals.

Cabinet members refined the preliminary goals and began drafting key initiatives necessary to implement the goal on behalf of our students and families. Cabinet then worked with managers

of departments to revise and refine the key initiatives and tactics for implementation of each goal.

February 2017 Phase Two: Engagement and Revision

After completing this first work cycle, district leaders shared the five new goals and key initiatives with site administrators and other site staff constituencies given so much of the implementation of our plan is nested within our individual school communities.

Simultaneously, throughout the month of February, a series of multilingual community engagement nights were held to listen and learn from the community about our current strengths and opportunities for improvement. These community engagement nights also allowed staff to present preliminary goals and receive constructive feedback. Community members who participated provided the revisions and refinements that staff made before finalizing both the strategic plan and the aligned Local Control Accountability Plan (LCAP) -- which provides the budgetary commitments that will support our implementation efforts. In addition, the preliminary plan was shared with other key stakeholder groups for feedback, including collective bargaining units and community-based organizations.

March and April 2017 Phase Three: Refinement and Adoption

Based on the input gathered in February, staff made revisions and produced the final version of the plan for the board of education to review and adopt. The final draft was shared with trustees in advance of the scheduled April board meeting for review. Trustees adopted the plan at the April 11th board meeting. This action allowed for staff to align the LCAP, staffing and budgets to the new goals. District staff began to market the new strategic plan through the appropriate channels.