CABINET DRAFT
Strategic Action Plan 2021-2024

GOAL #1: Teach, Learn, Achieve (suggestion: Engage, Educate, Empower)

Expectation: Every classroom and program in the district will support high-quality, universally accessible learning experiences across the content areas to foster the SLUSD competencies as expressed in the Graduate Profile.

Key Initiatives & Tactics:

1. **Effective & Meaningful Teaching and Learning**
    a. All students will receive a comprehensive, standards-based science and history-social science education in grades TK-12 through the use of the newly adopted board curriculum and the development of corresponding assessments and projects.
    b. Engage students in daily cross-curricular instruction using Project-Based Learning methods, arts integration, and social justice standards to address real-world, relevant issues and themes.
    c. Improve performance outcomes for students in the area of mathematics to ensure that each and every student, including multilingual students, students with dys/abilities, and other historically marginalized student groups, have powerful, joyful learning experiences that foster positive mathematical identities.
    d. Foster critical literacy in English Language Arts and across the content areas for all students by centering complex texts and systematic language development opportunities throughout the instructional day that intentionally and effectively develop our English Language Learners' multilingual success.

2. **Responsive Support Structures for Student Success**
    a. Comprehensive and inclusive assessment system that provides students multiple and varied opportunities to demonstrate proficiency and make learning visible in order to inform teaching and learning and support equitable grading practices.
    b. Explore and expand alternative education and expanded learning opportunities for students TK-12 to support both intervention (learning loss), enrichment, and multimodal ways of teaching and learning.
    c. Enhance implementation of our Multi-tiered Integrated Intervention Support System to comprehensively address academic and behavioral goals of TK-12 students.
    d. Systematize supportive, collaborative transitions for students from elementary to middle, and middle to high schools through inter-school programs.
    e. Build educators' capacity to support students through the use of anti-racist and culturally linguistically responsive practices, arts-integrated methodology, and Universal Design for Learning.

GOAL #2: Equity and Inclusion through College and Career Readiness (suggestion: ????????, needs new title)

Expectation: Comprehensive, adaptive, and effective TK-12 career and college programming, with work-based learning and postsecondary opportunities, robust mentoring, aligned with the SLUSD Graduate Profile.

Key Initiatives & Tactics:

1. **Centering Ethical and Cultural Leadership**
    a. Foster civic engagement and leadership through community partnerships and work-based learning and implementation of State Seal of Civic Engagement program
    b. Develop and apply critical media and information literacies at school and in the community
    c. Foster student development of career, college, and long-term planning goals and opportunities by strengthening mentoring, academic counseling, career & college counseling, community partnerships, and access to local and national programming.

2. **Fostering Multilingualism**
    a. Expand initiatives and efforts that prioritize multilingualism and raise multilingual student achievement across all content areas, including expansion and maintenance of Dual Language Immersion programs, world language programs, and access to the state Seal of Biliteracy.
    b. Systematize structured supports that address the needs of long term English learners and newcomer students.

3. **Healthy Minds & Bodies**
    a. Develop self and social awareness to advance collaborative solutions to community and social issues that impact students' day-to-day lives
    b. Implement an integrated teaching model that embeds social-emotional learning competencies across the content areas
    c. Utilize an assets-based multi-tiered intervention and post-intervention framework that supports ongoing student mental health and wellness with an emphasis on trauma-informed care, healing-centered engagement, and restorative practices to reduce disparities in discipline.

GOAL #3: Equity-Centered Effective Employee Engagement

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. Cultivate support for employees with the goal of delivering gold standard customer service
    b. Improve fiscal processes and planning to maximize funds, staff and other resources for equity and excellence
    c. Celebrate staff contributions to the District
    d. Attend to employee safety and wellness in the workplace and awareness about resources in the district and community

2. **Talented and Diverse Workforce**
    a. Attract, hire and retain the best employees in the District to meet district wide goals for cultural competency
    b. Develop the skills for all employees through professional development and create pathways for professional advancement within the organization
    c. Recruit teachers and administrators that reflect the diversity of our students
    d. Engage staff with ongoing training to create school environments that support all students, staff, & families to thrive regardless of race, ethnicity, religion, gender, LGBTQ+ identities or abilities.

3. **Effective Collaboration**
    a. Implement effective teacher collaboration practices within and across schools to foster cycles of inquiry and expand the sharing and alignment of professional expertise in service of continuous improvement and achieving success for all learners.

GOAL #4: Valuing Diversity, Equity, and Inclusion with Families and Communities

Expectation: SLUSD will support and strengthen reciprocal relationships between families and our community that enhance the positive social, emotional and academic development of our students.

Key Initiatives & Tactics:

1. **Analyze, Audit and Respond to Parent Needs**
    a. Systematize parent engagement analysis at the district and site level to respond to student needs at home and prepare for post-secondary college and career choices.
    b. Provide outstanding, consistent translation services to our multilingual community.
    c. Provide and participate in various engagement forums that provide feedback.

2. **Connecting Schools and Community Engagement**
    a. Foster partnerships with families, local industries, public agencies, public foundations, and our city to maximize resources to support all students.

b. Build family leadership capacity and ensure a high standard of family engagement.
c. Provide effective school websites and communication
d. Evaluate, analyze best practice for gender-neutral and inclusiveness in language, policies.

GOAL #5: Facilities and Technology (new title?)

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. **District Bond Improvements**
   a. Implement the following Measure N bond projects successfully: new high school gymnasium, new continuation high school campus, new entryways, new field, and new middle school modular buildings.
   b. Begin planning for additional bond projects, including classroom and field renovations.
2. **Strategic Maintenance**
   a. Continue to maintain our facilities for future generations of students.
   b. Maintain our state of the art technology infrastructure
3. **Reducing District Impact on Climate Change**
   a. Install and maintain energy efficient infrastructure and utilize green building methods to reduce district impact on climate change.
   b. Maintain focus on energy efficiency of district buildings and reducing total CO_2 emissions.
4. **Access to Internet and Technology**
   a. Sustain availability of personalized learning devices for students by enacting a regular cycle of review and replacement to ensure access to modern technology.
   b. Facilitate safe and secure opportunities for all students to have consistent access to the internet and software resources needed to develop 21st century skills whether learning from on or off campus.
   c. Empower the SLUSD community's use of technology by creating a resilient, safe and secure high speed network environment.
   d. Create training opportunities and resources to ensure all staff and students are able to efficiently utilize adopted technology platforms.