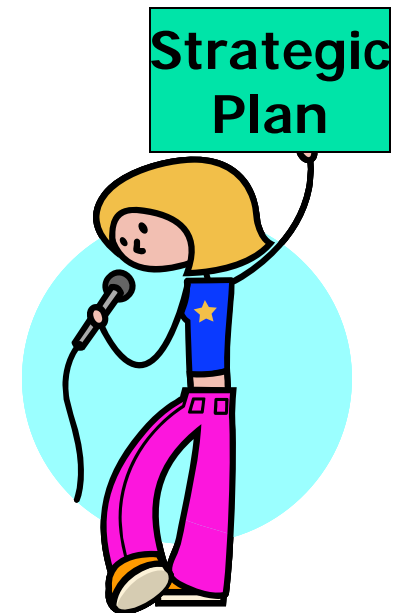


# 2010-11 Draft Strategic Plan

August 10, 2010





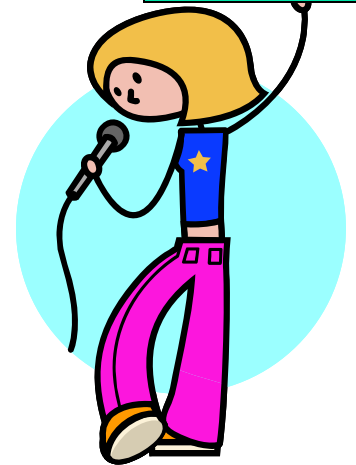
# Origins of Strategic Plan...

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- Developed in Spring 2006
  - 35 parents, staff, students, community representatives on Committee
  - 100+ involved in task forces
  - Annual review of progress
  - Annual plan to move forward

This year's committee...

Strategic  
Plan





## Spring 2010 Strategic Plan Review...

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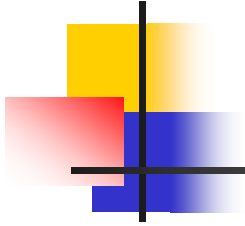
- What's different this year?
  - Serious economic concerns
  - Struggling just to maintain
  - Need help from our communities
    - Are we on the right path?
    - How do we survive the crisis?
    - How can we engage the entire community to support our students and our schools?



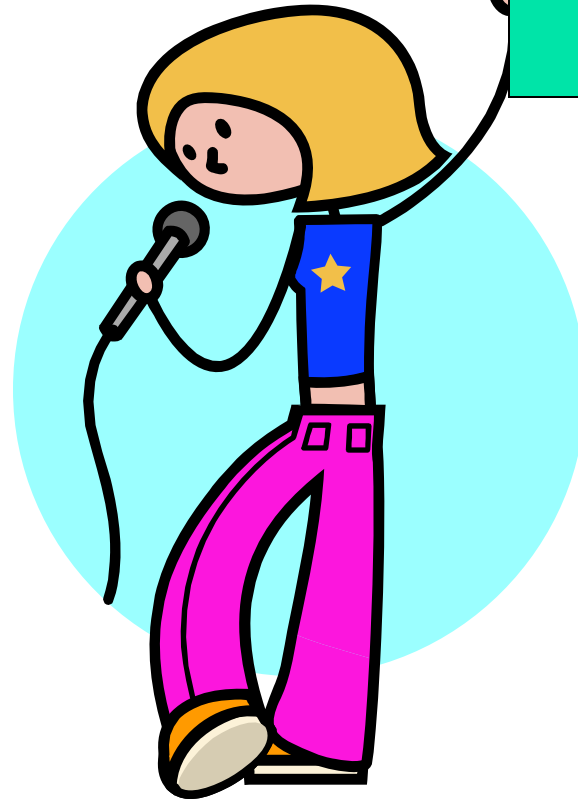
# Desired Outcomes

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- Engage with a cross-section of our community
- Inform members about our Strategic Plan and hear their views
- Determine how we might survive our fiscal crisis
- Devise strategies to build support for the district throughout the community
- Build shared understanding and sense of purpose



State  
of the  
District





# Review of last five years

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- Strategic Plan: Mission/Vision/Values



# SVUSD Mission

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Scotts Valley Unified School District will provide **each student with quality educational opportunities by maximizing the use of all of our resources.**



## SVUSD Vision

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Our students will achieve their personal best, and will be socially responsible, contributing members of their communities.



# Review of last five years

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- Strategic Plan: Mission/Vision/Values
- Focus on K-12 **unified** school district



# Review of last five years

---

- Strategic Plan: Mission/Vision/Values
- Focus on K-12 **unified** school district
- External factors affecting the district



# Review of last five years

---

- Strategic Plan: Mission/Vision/Values
- Focus on K-12 **unified** school district
- External factors
  - More accountability



# External Factors

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- More accountability
  - State Standards
    - Academic Performance Index (API)



# Academic Achievement (API)

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	2004-05	2008-09
● District	825	848
● Brook Knoll	892	893
● Vine Hill	869	888
● SVMS	842	854
● SVHS	736	803



# External Factors

---

- More accountability
  - State Standards
    - Academic Performance Index (API)
  - No Child Left Behind
    - Annual Yearly Performance (AYP)
  - Race To The Top



# Percent Proficient (AYP)

100% must be proficient by 2013-14

	ELA	Math
<b>AYP goals 09-10</b>	<b>56.0%</b>	<b>56.4%</b>
Brook Knoll	76.8%	83.0%
Vine Hill	77.5%	84.9%
SVMS	79.2%	67.9%
SVHS	87.1%	67.2%



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SVHS	87.1%	67.2%
<b>AYP goals 10-11</b>	<b>67.0%</b>	<b>67.3%</b>



# Percent Proficient (AYP)

	ELA	MATH
2009-10	56%	56.4%
2010-11	67%	67.3%
2011-12	78%	78.2%
2012-13	89%	89.1%
2013-14	100%	100%



# External Factors

---

- More accountability
  - State Standards
    - Academic Performance Index (API)
  - No Child Left Behind
    - Annual Yearly Performance (AYP)
  - Race To The Top
  - Federal and State Mandates



# Changes in last five years

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- Strategic Plan: Mission/Vision/Values
- Focus on K-12 **unified** school district
- External factors
  - More accountability
  - Shifting demographics



# Shifting Demographics

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- Decline in enrollment

- 2004-05 2846
- 2005-06 2771
- 2006-07 2718
- 2007-08 2645
- 2008-09 2591
- 2009-10 2572

- Projections

- 2010-11 2534
- 2011-12 2523
- 2012-13 2518



# Shifting Demographics

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- 7% Hispanic
- 4% Asian
- 1% African American
- 83% White
- 5% Various
- 12% Free/Reduced Price Lunch
- 64 English Language Learners



# Changes in last five years

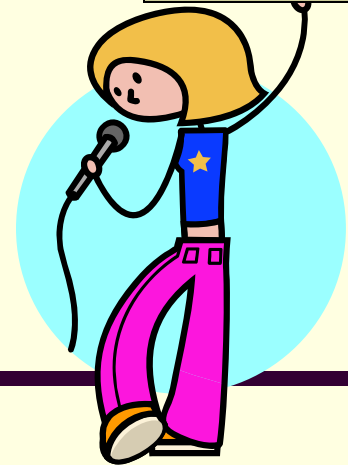
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- Strategic Plan: Mission/Vision/Values
- Focus on K-12 **unified** school district
- External factors
  - More accountability
  - Shifting demographics
  - Declining budgets
- Resulting internal factors
  - Loss of staff (larger class sizes, fewer offerings)
  - Less professional development
  - Diminished resources, materials, equipment
  - Higher expectations

# Student Achievement

Goal: To improve achievement and opportunities for ALL students K-12

Strategic  
Plan



# Objectives:

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- Align curriculum and instruction K-12 to California State Standards
- Use data to increase student achievement
- Provide varied academic opportunities and support to meet students' needs

# Four Critical Questions

## Umbrella to Guide Student Achievement

---

1. What do we want each student to learn?
2. How will we know when each student has learned it?
3. How will we respond when some students don't learn?
4. How will we respond when a student already knows it?

# In Review:

---

- Align curriculum K-12 to the California State Content Standards (Quest. 1)
  - Used CA Curriculum Frameworks and Blueprints for the CA Standards Test
  - Identified “essential standards” K-12 in core areas of English Language Arts, Math, History-Social Science, Science (K-5 Science yet to be done)
  - “Essential Standards” - concepts and skills that all students are expected to learn.

# In Review:

---

- Develop and align assessments (Quest. 2)
  - **Common Summative Assessments** – assessments **OF** learning
    - All students take same content area test aligned to “taught” essential standards
    - By June 2010 at least three common summative assessments in each core subject K-12
  - **Common Formative Assessments** - assessments **FOR** learning
    - Occur during instruction period – guide instruction

# In Review:

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- Use data to monitor and guide instruction (**Quest. 3 & 4**)
  - Technology
    - DataDirector - Data collection/analysis no longer needs to be done by hand
    - Technology tools allow data to be processed quickly
    - Ability to monitor individual, class, grade level, school performance
    - Ability to compare multiple data points – Report Card performance to CA Standards Tests, multiple years of student performance

# In Review:

- Response to Instruction/Intervention (Quest. 3 & 4)
  - High School
    - Exploring options to build in intervention and student support during the school day
  - Middle School Academy Structure
    - Builds in time for daily intervention and/or daily enrichment
    - Builds in opportunity to provide daily instruction over extended periods for students needing to close achievement gaps
    - Uses data from summative and formative assessments to guide instruction for individual students

# In Review:

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- Response to Instruction/Intervention, cont.
  - Walk-to-Learn      Brook Knoll/Vine Hill
    - All 2<sup>nd</sup> grade students at both schools
    - Uses local assessment data to target instruction at the individual student level 3-4 times per week throughout the school year – intervention/enrichment
    - Teachers use professional development/collaboration time to analyze performance data and plan for instruction

# In Review:

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- Professional collaboration using sound and timely student performance data allows for
  - Informed instructional decisions (individual and group)
  - Targeted instruction
  - Early intervention
  - Continuous refinement of **instructional practices**

# In Review:

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- Alignment and refinement of curriculum, assessment and instruction is **continuous** as we work to ensure high levels of learning for ALL of our K-12 students

# Looking Forward:

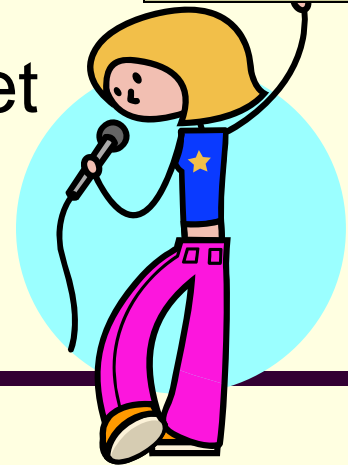
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- Continue goal of improving student achievement and learning opportunities for ALL students K-12 with an emphasis on
  - Math
  - English Learners
  - Response to Instruction/Intervention

# Facilities

Goal: To provide facilities that meet all district needs

Strategic  
Plan



# In Review:

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- Rehabilitate facilities on the high school campus
- Remedy original construction defects related to health, safety and ADA compliance
  - Projected completion summer 2010
- Apply for additional rehabilitation funding
  - Plan approval pending – Department of State Architect
  - Funding approval pending -Office of Public School Construction

# In Review:

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## ● **Identification/Prioritization of facilities needs**

- Middle School
  - Portable classroom replacement
  - Elementary Multipurpose Rooms
  - High School Library Media Center
- 
- High School Rehabilitation Grant Match
  - High School Performing Arts Center
  - District Office
- 
- High School Swimming Pool
  - High School Culinary Academy – Career Tech Grant Match

# In Review:

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## ● **Identification/Prioritization of facilities needs**

- Impact of economic downturn on facilities
  - Erosion of existing funding sources
  - Required returning 10 portable classrooms in 09-10
  - May require returning 6 portable classrooms in 10-11

# In Review:

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## ● **Doing more with less**

### ● Middle School

- Hardship grant for roof – state funding
- Bathroom renovation – community support

● Collaborative efforts with sports leagues to maintain fields

● Implementation of facilities use fees

### ● Staff

- Implementation of an electronic work order system (School Dudes)
- Developed uniform standards & expectations

● Parents/Boosters continue to raise funds for facilities needs

# Looking Forward:

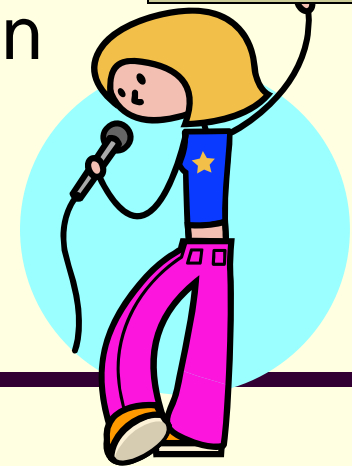
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- The construction or renovation of school facilities requires local funding
  - Bond measures narrowly defeated
    - 2002      54 votes      required 66.67% passage
    - 2008      80 votes      required 55% passage
- If eligible for State contribution
  - Formula based vs. share of costs
  - Dependent upon state bond measures & cash
- When the district can afford to return to smaller K-3 classes there will not be enough classrooms

# Human Resources

Goal: To attract, develop and retain well qualified employees throughout the district

Strategic  
Plan



# In Review:

- ~~Provided appropriate professional development to~~
- Negotiated and implemented weekly PDC (professional development/collaboration) time for all certificated staff
  - “Structured work we do collaboratively to improve our professional practice to increase achievement for all students”
- Provided training to meet the needs of diverse learners (instructional strategies, differentiated instruction, EL strategies, data analysis, etc.)
- Trained Leadership Team and site teams in principles of Professional Learning Communities
- Provided job-specific training to classified staff (custodial, secretarial, instructional assistants, technology, etc.)
- Provided Facilitation Training to 40 district leaders

# In Review:

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Continue to pursue a variety of recruitment and retention strategies

- 2006-07

- Provide appropriately for succession
- Develop appropriate means to recognize staff

- 2007-08

- Develop and implement an employee recruitment plan

- 2008-09

- Develop additional recruitment opportunities

- 2009-10

- Continue to pursue a variety of recruitment/retention strategies

- **Result: employee turnover far below statewide average; all “Highly Qualified” teachers**

# Looking Forward:

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Provide appropriate professional development for all staff

- Continue use of PDC time to improve student achievement
- Continue training for International Baccalaureate teachers
- Provide teacher training to meet the needs of diverse learners
- Improve teacher/administrator capability to use data to inform instruction and improve programs

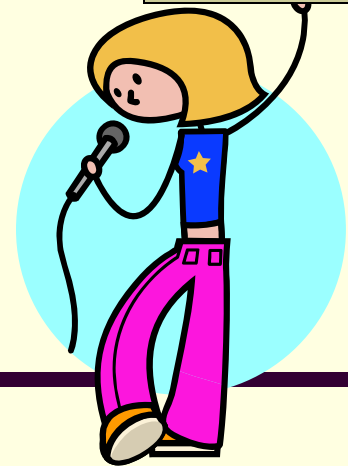
Challenge: maintain quality personnel

- Cuts in positions and partial positions
- Increase in responsibilities with fewer structural supports
- No likelihood of salary increases any time soon
- Morale issues

# Communication and Outreach

Goal: To provide information and opportunities for district, staff and community engagement to support the goals of the district

Strategic  
Plan



# In Review:

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## **To improve communication through technology**

- Implemented a new Student Information System that allows better access to student information (PowerSchool)
- Standardized websites across the sites and created processes for regular updates of information.
- Implemented bulk email systems for parent contacts from sites and district.
- Implemented phone dialer system for attendance calls, information calls and emergency notification.

# In Review:

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## **To improve communication through technology (con't)**

- Implemented on-line survey system for use throughout district.
- Standardized phone systems at sites to provide voice mail for all staff.
- Updated full district infrastructure to better support new technology.

# In Review:

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## **To provide information and opportunities for staff and community engagement**

- Provided multiple opportunities for staff and the community to participate in district activities
  - Conversations with the Superintendent
  - District Advisory Committees (Facilities, Fiscal, etc.)
  - Board forums
  - Site Leaders Collaborative
  - Legislative Action Committee
  - Strategic Planning Committee

# In Review:

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## **To provide information and opportunities for staff and community engagement**

- Engaged in collaborative relationships with a variety of community agencies (Rotary, Kiwanis, Site PTAs, Scotts Valley Education Foundation, etc.)
- Maintained relationships with other education agencies to provide better opportunities for students (Santa Cruz County Office of Education, Regional Occupation Programs, etc.)

# Looking Forward:

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Other systems which can be implemented:

- Use social networking tools to further communicate with the community.

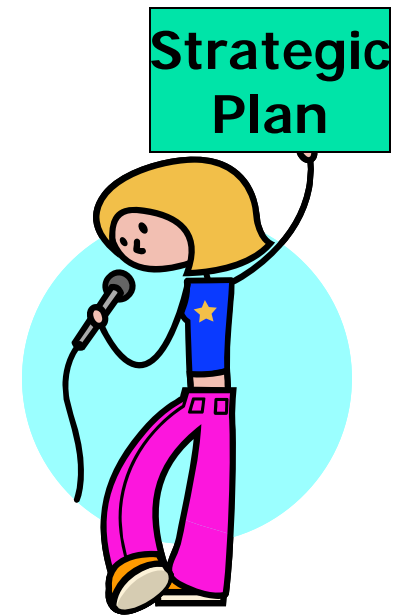
- Use on-line forms for registration and other important papers to reduce paper costs and staff time for inputting data.

- Develop new website system that allows for better publication of homework by individual teachers, as well as presentation of student work.

We have developed multiple means of communication, yet people consistently say they did not know, and do not have the means of getting information. How can we change what we do to better reach the community?

# 2010-11 Strategic Plan Draft

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## Some things on hold...

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- Developing Alternative Education programs
- Providing additional programs (all-day kindergarten, career tech classes, etc.)
- Planning for deferred/preventative maintenance
- Pursuing funding for a new middle school, elementary multi-purpose rooms, etc.
- Addressing post-retirement benefit liabilities



# Changes

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- Communication/Outreach changed to Public Relations-- coming together as one community to support our students
- Board to assume responsibilities for community outreach
- Investigation of “volunteer bureau” implementation
- Focus on bringing in new revenues during the fiscal crisis (\$950,000 needed for 2010-11 to avoid additional cuts)



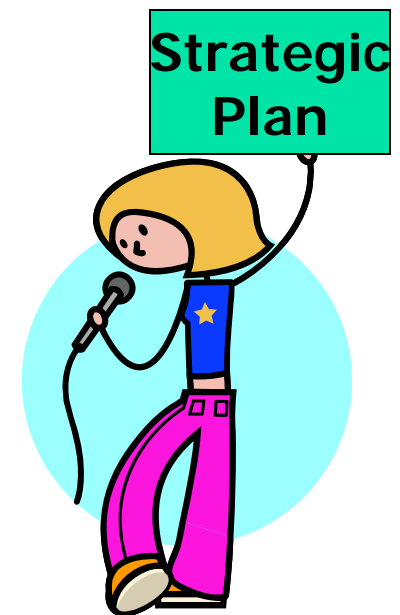
# Improving Student Achievement

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- Still our primary goal
- Short term focus on subgroups:  
socioeconomically disadvantaged,  
English Learners, special education,  
ethnic minority
- Long term focus on increasing student  
achievement to at least 90% proficient

# Comments? Questions?

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Thank you!

