

**Novato Unified School District
STRATEGIC PLAN
Actions and Strategies
2014-2017 Goals**

Goal	Initiative or Identified Need	Action Strategies to reach the goal	Metrics: What will be different or improved for students?			Cost/ Funding Source
			Year 1: 2014-2015	Year 2: 2015-2016	Year 3: 2016-2017	
1. Provide a safe, equitable and rigorous learning experience for all students	A. To challenge and support each student by providing rigorous curriculum and innovative instruction aligned to the Common Core State Standards	A.1. Provide Common Core State Standards (CCSS) curriculum and increase opportunities for students to demonstrate 21 st Century Skills: Growth Mindset and Perseverance, Creativity, Critical Thinking, Communication, and Collaboration through high quality instruction.	Implement standardized assessments for English-Language Arts and math, grades TK-12	Increase percentage of students who score at or above grade level on standardized assessments by 3%.	Increase percentage of students who score at or above grade level on standardized assessments by 5%.	No cost for Smarter Balance (SBAC) testing
		A.2. Implement academic and performance assessments districtwide to inform instruction	Purchase adopted CCSS and supplemental instructional materials including digital resources.	Purchase adopted CCSS and supplemental instructional materials including digital resources.	Purchase adopted CCSS and supplemental instructional materials including digital resources.	Common Core
		A.3. Provide a variety of learning supports including differentiated instruction and intervention for all students as needed to increase learning opportunities.				
		A.4. Expand use of effective learning strategies (e.g. , AVID, GATE, GLAD, SIOP, Project-Based Learning) for all students.	Maintain or increase district API score and increase API scores for all subgroups by 1%.	Maintain or increase district API score and increase API scores for all subgroups by 1%.	Maintain or increase district API score and increase API scores for all subgroups by 1%.	No cost

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		A.5. Increase the percent of students who are on-track to graduate A-G eligible, college and career ready.	Disaggregate College Clearinghouse data to determine a plan for increasing students graduating A-G eligible and establish Yr. 2, 3 metrics.	Increase the % of students meeting A-G requirements, especially males by 1%.	Increase the % of students meeting A-G requirements, especially males by 3%.	No cost
		A.6. Expand educational programs designed to challenge and engage every student (e.g., flexible scheduling, academic and career advisement, concurrent enrollment, specialized programs, and extracurricular participation).	Increase the percentage of 9 th grade students earning sufficient credits to matriculate to 10 th grade by 2%.	Increase the percentage of students enrolling in two and four year colleges by 1%.	Increase the percentage of students enrolling in two and four year colleges by 3%.	No cost
		A.7. Integrate Project-Based Learning with interdisciplinary themes into core subjects (e.g., Global awareness, Health, Finance/Economics, Civic literacy, Environmental literacy).	Increase the percentage of students determined ready on Early Assessment Program by 1%.	Increase the percentage of 9 th grade students earning sufficient credits to matriculate to 10 th grade by 3%.	Increase the percentage of 9 th grade students earning sufficient credits to matriculate to 10 th grade by 5%.	No cost

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		A.8. Expand implementation of online sources that increase learning opportunities and course credit accrual (e.g., open-source and adopted instructional online resources, APEX, UC-approved online courses).	Increase the # of students determined to be college ready by advanced course taking (per CSU/EAP conditional status).	Increase the percentage of students determined ready on Early Assessment Program by 3%.	Increase the percentage of students determined ready on Early Assessment Program by 5%.	No cost
			Establish baseline for percentage of students (gr. 5-12) who agree that the courses they are taking are engaging and challenging. (District survey)	Increase the # of students determined to be college ready by advanced course taking (per CSU/EAP conditional status).	Increase the # of students determined to be college ready by advanced course taking (per CSU/EAP conditional status).	No cost
			Research interdisciplinary course outlines.	Increase the percentage of students (gr. 5-12) who agree that the courses they are taking are engaging and challenging by TBD% (District Survey).	Increase the percentage of students (gr. 5-12) who agree that the courses they are taking are engaging and challenging by TBD% (District Survey).	No cost

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				Implement projects with interdisciplinary themes that demonstrate 21 st C. skills.	Expand implementation of projects with interdisciplinary themes that demonstrate 21 st C. skills.	
	B. To enhance the integration of technology to support teaching and optimize learning.	<p>B.1. Ensure accessibility and integration of the use of technology to support all students.</p> <p>B.2. Support teachers with professional development in instructional strategies that promote the integration of technology into instruction.</p> <p>B.3. Identify and commit resources to ensure all students have access to technology that prepares students with the knowledge, skills, and capability to be college and career ready.</p>	<p>Increase the device to student ratio from 1:3.5 to 1:3.</p> <p>Attendance at professional development workshops.</p> <p>Program budget development.</p>	<p>Increase the device to student ratio to 1:2.</p> <p>Attendance at professional development workshops.</p> <p>Program budget development.</p>	<p>Maintain the device to student ratio.</p> <p>Attendance at professional development workshops.</p> <p>Program budget development.</p>	<p>Common Core Funding</p> <p>Common Core Funding</p>

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	C. To improve student performance including all subgroups on academic indicators.	C.1. Strengthen academic programs and increase use of technology to address the disproportionality of subgroups by increasing access to and success in rigorous classes for low income, English learners, students of color and foster youth.	Conduct analysis of current enrollment and develop a plan for recruitment, support, and retention in specialized programs in Yr. 2, 3.			No cost
		C.2. Increase the enrollment of low income, English learners, students of color and foster youth who participate in specialized academic programs (e.g., STEM, AVID, GATE, MSA, AP courses), who complete Career Technical Education pathways, and take leadership roles in campus activities.	By 2015, 70% of ELs will demonstrate at least 1 year of progress per year of instruction toward English proficiency on the state CELDT assessment. (CELDT-AMAO1)	By 2016, 80% of ELs will demonstrate at least 1 year of progress per year of instruction toward English proficiency on the state CELDT assessment. (CELDT-AMAO1)	By 2017, 90% of ELs will demonstrate at least 1 year of progress per year of instruction toward English proficiency on the state CELDT assessment. (CELDT-AMAO1)	No cost

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		C.3. Strengthen programs and resources that increase access to higher education (e.g., AVID, concurrent enrollment, College and Career Counselors, MCF College Access providers, Marin Promise Partnership Action Teams, implementation of Naviance program).	Disaggregate data from College Clearinghouse and develop plan to decrease the number of students who are placed in remedial classes upon enrollment in higher education.	Decrease the percent of students who are placed in remedial courses upon enrollment in higher education by TBD%.	Decrease the percent of students who are placed in remedial courses upon enrollment in higher education by TBD%.	No cost
	D. To advance the commitment to early learning education to close the achievement gap.	D.1. Expand the capacity of all schools and community partners to incorporate the research-based strategies initiated in Pre K-3 and School Transformation grant schools.	Survey district teachers and agency staff regarding professional development needs and provide course offerings and coaching.	Monitor implementation of GLAD strategies and Project Based Learning through surveys and learning walks	Full implementation of research-based strategies.	No cost

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		D.2. Expand preschool opportunities at each of the NUSD elementary schools.	Collect baseline achievement data at the beginning of the school year on English learners, students from low income families and foster youth.	Collect achievement data at the beginning and end of year 2.	Data collection will demonstrate an increase in student achievement.	No cost
			Research number of students entering school without preschool experience.	Increase percentage of students attending preschool.	Increase percentage of students attending preschool.	No cost
			Collect, record and compare data on the entry level skill achievement from both those students who attended preschool and those who did not.	Monitor achievement data. Outreach to parents and collect data on parent engagement.	Increase parent engagement in school and collect data. Monitor achievement data and level of parent engagement.	No cost

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	E. To expand college and career readiness programs to close the opportunity gap and increase access to higher education.	E.1. Strengthen career readiness programs in middle and high schools.	Increase the percentage of students who complete a Career Technical Education pathway by 1%. (Perkins Report)	Increase the percentage of students who complete a Career Technical Education pathway by 3%. (Perkins Report)	Increase the percentage of students who complete a Career Technical Education pathway by 5%. (Perkins Report)	No cost
			Implement a career ready-employability skills assessment (12 th gr).	Increase the percentage of students who score career ready-employability skills assessment by 3%.	Increase the percentage of students who score career ready-employability skills assessment by 3%.	No cost
	F. To ensure school cultures promote safety, integrity, respect, inclusiveness, collaboration, and student resiliency.	F.1. Increase cultural competency of staff and students. F.2. Strengthen character programs and build strong cultural norms that reflect our core values. F.3. Support the social-emotional health of each student to increase resiliency and develop life skills. Provide school-based counseling and support services at all schools.	Increase the percentage of students (gr. 5-12) who agree or strongly agree that teachers treat them with respect, motivate them to learn and care about their school success by 2%. (CHKS)	Increase the percentage of students (gr. 5-12) who agree or strongly agree that teachers treat them with respect, motivate them to learn and care about their school success by 3%. (CHKS)	Increase the percentage of students (gr. 5-12) who agree or strongly agree that teachers treat them with respect, motivate them to learn and care about their school success by 5%. (CHKS)	No cost

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		F.4. Expand K-12 programs and services that reduce suspension and expulsion and improve student attendance (e.g., restorative justice-Peer Court, North Bay Security Group, No Bully Solution Teams).	Decrease the number of suspensions, expulsions, and cases of chronic absenteeism by 5%.	Decrease the number of suspensions, expulsions, and cases of chronic absenteeism by 5%.	Decrease the number of suspensions, expulsions, and cases of chronic absenteeism by 5%.	No cost
		F.5. Expand staff knowledge of the goals of Healthy Novato, the Novato Blue Ribbon Coalition for Youth, North Bay Security Group, and other local community organizations to reduce underage alcohol and other drug use. Increase adult and youth involvement in school programs related to school climate.	Increase the percentage of students who agree or strongly agree they always feel safe at school by 2% (CHKS, District Bullying Survey).	Increase the percentage of students who agree or strongly agree they always feel safe at school by 3%. (CHKS, District Bullying Survey).	Increase the percentage of students who agree or strongly agree they always feel safe at school by 5%. (CHKS, District Bullying Survey).	No cost

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2. Create a learning focused organization to support academic outcomes and meet students' needs.	A. To elevate professional practices system-wide to provide high-quality, innovative instruction aligned to the Common Core State Standards in safe, productive learning environments.	A.1. Hire, retain, and build the capacity of teachers, leaders, and classified staff.	Decrease the rate of teacher mis-assignment.	Decrease the rate of teacher mis-assignment.	Decrease the rate of teacher mis-assignment.	No cost
		A.2. Maintain average class size and course configuration to enhance learning for all students. Maintain class size at 22 for TK-3 rd gr., reduce average class size to 27 for grades 4/5 per classroom availability. Reduce or maintain smaller class size for English Learners.	Develop plan to enhance recruitment strategies for Yr. 2, 3.			No cost
		A.3. Increase the percentage of teachers who are African American, Latino, or former English learners.	Increase teacher retention rate.	Increase teacher retention rate.	Increase teacher retention rate.	No cost
		A.4. Provide effective, research-based, on-going professional development to increase student achievement, cultural competency, and proficiency of all staff.	Conduct staff exit interviews. Increase access to Common Core State Standards-aligned instructional materials per Williams Act report.	Conduct staff exit interviews. Increase access to Common Core State Standards-aligned instructional materials per Williams Act report.	Conduct staff exit interviews. Increase access to Common Core State Standards-aligned instructional materials per Williams Act report.	No cost

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		<p>A.5. Develop capacity of staff to assume instructional leadership roles in the district.</p> <p>A.6. Monitor the implementation of professional development that impacts instructional practice and student achievement.</p>	<p>Conduct review of instructional program delivery through observational records, progress monitoring protocols, and records of collaborative planning and professional development</p> <p>Professional Development attendance records.</p>	<p>Conduct review of instructional program delivery through observational records, progress monitoring protocols, and records of collaborative planning and professional development</p> <p>Professional Development attendance records.</p>	<p>Conduct review of instructional program delivery through observational records, progress monitoring protocols, and records of collaborative planning and professional development</p> <p>Professional Development attendance records.</p>	<p>No cost</p> <p>Common Core Funding</p>
	<p>B. To foster a professional learning environment for staff by strengthening human resources structures and systems.</p>	<p>B.1. Develop systemic protocols for continuous improvement and accountability with consistent methods and tools to monitor the effectiveness of program implementation.</p> <p>B.2. Provide support systems for staff through the process of implementation of new practices.</p>	<p>Review of all <i>Metrics for Achievement</i> in the Strategic Plan and LCAP Outcomes at least annually</p>	<p>Review of all <i>Metrics for Achievement</i> in the Strategic Plan and LCAP Outcomes at least annually</p>	<p>Review of all <i>Metrics for Achievement</i> in the Strategic Plan and LCAP Outcomes at least annually</p>	<p>No cost</p>

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		<p>B3. Provide professional development for administrators and instructional leaders on guiding, monitoring, and analyzing instructional practices.</p> <p>B.4. Continue to strengthen district personnel evaluation systems.</p> <p>B.5. Improve integration of technology to deliver and enrich education and improve the efficiency and effectiveness of information management systems.</p>				<p>Common core funding</p> <p>No cost</p> <p>No cost</p>

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3. Engage our families and community to support student success.	A. To increase parent awareness of opportunities in the district that prepares students for college and careers.	A.1. Implement and promote innovative and successful district initiatives and programs that impart confidence in and attract families to the district.	Increase volunteerism at schools.	Increase volunteerism at schools.	Increase volunteerism at schools.	No cost
	B. To enlist parents and community members to serve in leadership positions and participate in learning activities in the district.	B.1. Increase parent participation by engaging them in their child's learning activities.	Increase parent participation in parent education offerings, informational meetings, and student-parent workshops, e.g., college and financial aid and Family Math/ Science Nights.	Increase parent participation in parent education offerings, informational meetings, and student-parent workshops, e.g., college and financial aid and Family Math/ Science Nights.	Increase parent participation in parent education offerings, informational meetings, and student-parent workshops, e.g., college and financial aid and Family Math/ Science Nights.	No cost
	C. To provide information-rich communication systems with our families and the broader Novato community.	C.1. Improve communication with our diverse families and community by cultivating involvement, encouraging two-way communication, inviting questions and comments, and expanding online access.	Increase leadership and participation on district and site advisory committees (ELAC, Site Leadership Council, DELAC, PTA).	Increase leadership and participation on district and site advisory committees (ELAC, Site Leadership Council, DELAC, PTA).	Increase leadership and participation on district and site advisory committees (ELAC, Site Leadership Council, DELAC, PTA).	No cost

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		<p>C.2. Strengthen on-going family engagement in the development of the Local Control and Accountability Plan and school-level planning through concerted community outreach and input-collection activities.</p> <p>C.3. Provide Community Liaison services at each site.</p>	<p>Increase the number of parents who agree or strongly agree that communication between home and school is frequent and useful by 3%. (District survey)</p>	<p>Increase the number of parents who agree or strongly agree that communication between home and school is frequent and useful by 5%. (District survey)</p>	<p>Increase the number of parents who agree or strongly agree that communication between home and school is frequent and useful by 5%. (District survey)</p>	No cost
	<p>D. To mobilize the community to be informed and take action to ensure the safety, health, and well-being of students at school and in the community.</p>	<p>D.1. Expand and deepen partnerships with community agencies, businesses and other organizations, especially youth-serving organizations.</p>	<p>Increase the number of parents who agree and strongly agree that families are informed, included and involved as partners in the education of their children by 3%. (District survey)</p>	<p>Increase the number of parents who agree and strongly agree that families are informed, included and involved as partners in the education of their children by 5%. (District survey)</p>	<p>Increase the number of parents who agree or strongly agree that communication between home and school is frequent and useful by 5%. (District survey)</p>	No cost

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		<p>D.2. Partner with local organizations and government agencies to address social norms and lifestyle choices (e.g., underage drinking and childhood obesity).</p> <p>D.3. Work more closely with our public and private partners to ensure that youth and families are connected to existing and safety net services, (e.g., food bank, housing, financial and tax preparation services, childcare, and healthcare).</p> <p>D.4. Expand on-site childcare services on elementary school campuses.</p>				<p>No cost</p> <p>No cost</p> <p>No cost</p>

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<p>4. Adopt a sustainable annual budget aligned with District goals in a manner that ensures an equitable distribution of resources that prioritizes the needs of students</p>	<p>A. To implement the LCFF and the LCAP to assure a balanced budget with highest and best use of assets.</p>	<p>A1. Identify additional revenue streams to support the general fund and capital development projects.</p> <p>A2. Invest in cost saving and energy efficiency measures.</p> <p>A3. Continue to expand Program Based Budgeting.</p> <p>A4. Continue the Budget Committee</p> <p>A5. Continue the Asset Management Planning Team work to analyze best and highest use of District facilities and properties.</p>	<p>Asset Management Plan</p> <p>Financial reserve percentage</p> <p>Balance budget.</p> <p>Previous year's audit finding being addressed.</p> <p>Facilities are clean and in good condition.</p>	<p>Property Development</p> <p>Support a campaign for a General Obligation Bond.</p>	<p>Property Development</p>	