



Leading Forward

Strategic Plan for Student Achievement

2010-2015

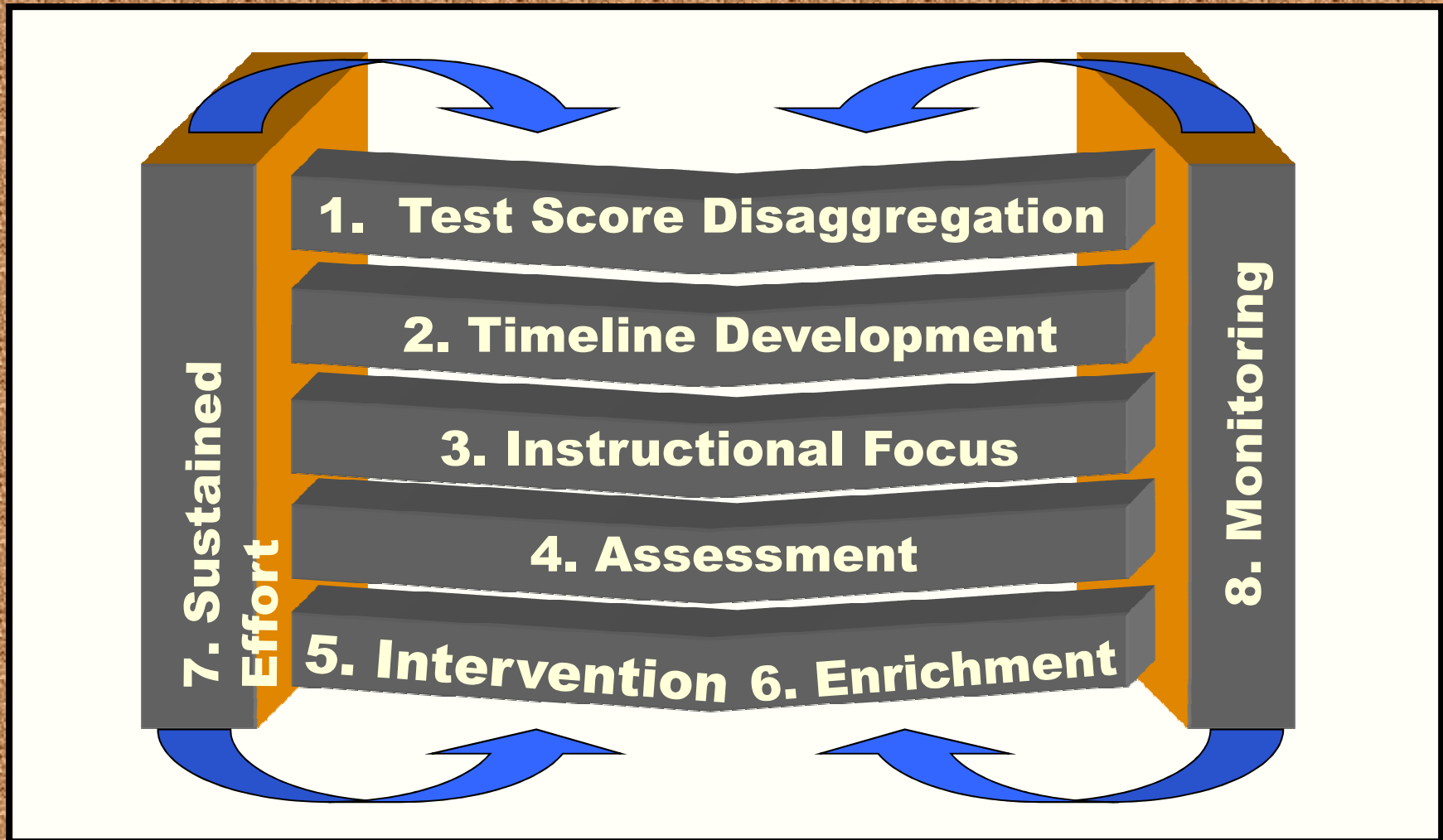
Priorities for 2010-11

Vision and Goal Statement

**All students will acquire
and apply knowledge
at high levels.**

Student achievement results will show mastery of standards by individual students as well as by student subgroups...with no significant differences in performance between groups.

The Collective “Work of the District”



Leading Forward

CREATING A PROFESSIONAL LEARNING COMMUNITY IS ANALOGOUS TO A “VOYAGE,” AND EDUCATORS MUST PREPARE THEMSELVES TO BE BUFFETED BY OCCASIONAL ILL WINDS ALONG THE WAY.



WHILE SOME SCHOOLS (AND DISTRICTS) ARE CONTENT TO LIE AT ANCHOR AND ACCEPT THINGS AS THEY ARE AND OTHERS SIMPLY DRIFT FROM FAD TO FAD, THE MEMBERS OF A PROFESSIONAL LEARNING COMMUNITY WILL STAY THE COURSE.

- Professional Learning Communities at Work. Eaker, Dufour & Dufour

2010-11

2010-2011 TIMELINE

- **Data Collection and Input**

- ✓ *Board Study Sessions to review & update Goals/Priorities*
- ✓ *Management End of Year Meetings & Leadership Seminar*
- ✓ *Analysis of Student Performance*

- **Board Consideration**

- ✓ *Board Sessions: July 12, August 17*

- **Aligned Action Planning – October**

- ✓ *Goals & Objective Meetings with Sites and Departments*

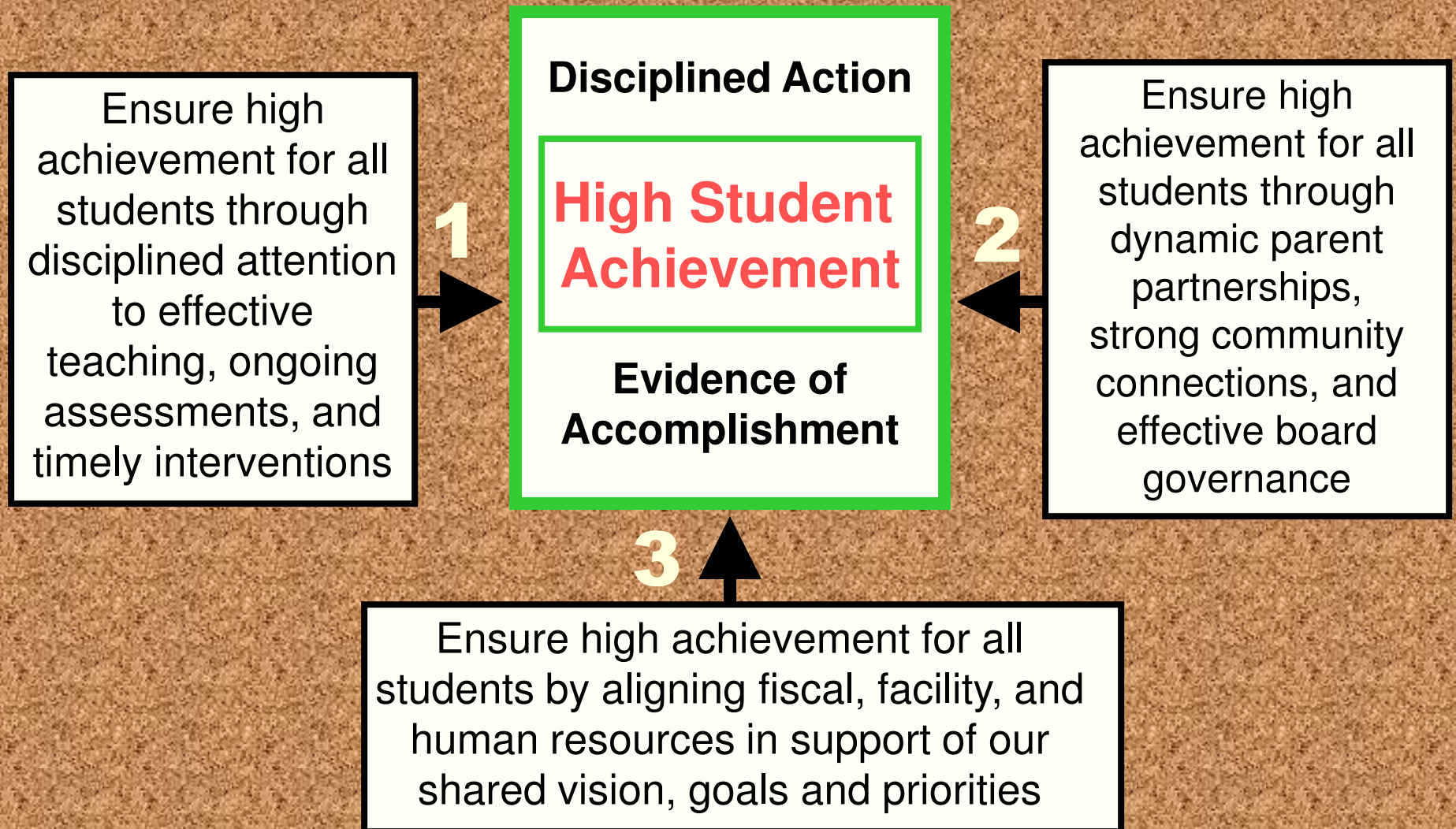
- **Mid-Term Progress Report - February**

- ✓ *Interim Accountability Report*

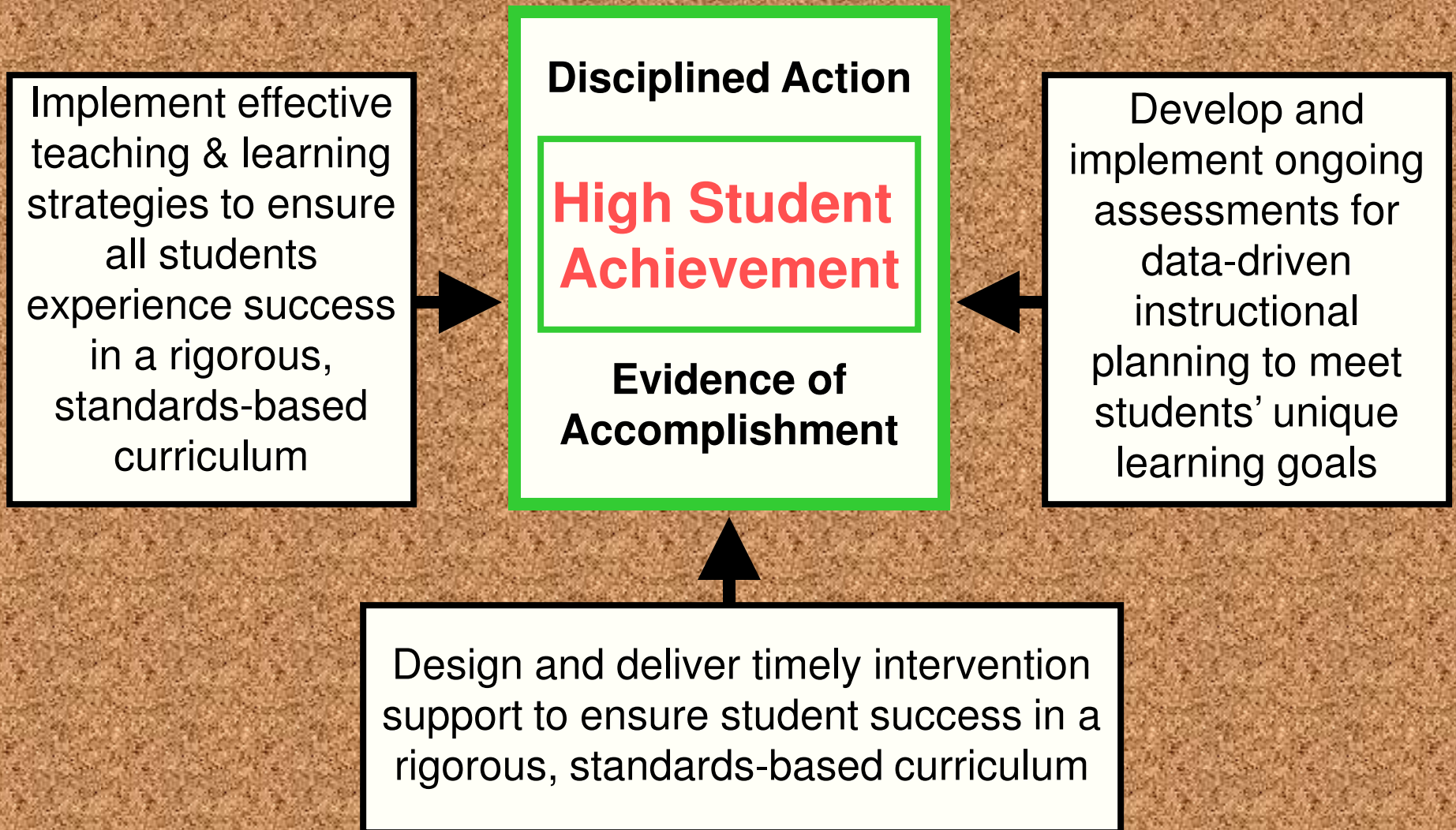
- **Year End Report – June**

- ✓ *Collection/Reporting of Survey Data*
- ✓ *Accountability Year End Summary Report*

Strategic Plan for Student Achievement



Priority 1: Teaching + Assessment + Interventions



1.A Disciplined Actions: Effective Teaching

1.A.1 Increase the academic rigor of each student's instructional program to ensure the widest range of opportunities upon graduation.

- ❖ *UHS: Increase percentage of students completing UC/CSU a-g from 33.2% to 35%, with particular attention to Algebra II enrollment and performance.*
- ❖ *UHS: Monitor/support enrollment of all general/special education students in college prep English, Math, Science, Social Science.*
- ❖ *PJHS/UJHS: Monitor and support enrollment and progress of students in Algebra I at the 8th grade level.*
- ❖ *Continue and strengthen college awareness and advisement at the junior high level, including parent information sessions.*

1.A.2 Continue implementation of UHS Design for Excellence.

- ❖ *Align three Freshmen Houses with Health Science Careers, Project Lead the Way, and Arts Entertainment Pathways.*
- ❖ *Initiate two integrated curriculum projects within each college/career pathway.*
- ❖ *Collaborate with UHS staff and administrators to apply for a Smaller Learning Communities grant to expand college and career pathways, including ROP involvement.*
- ❖ *Provide annual UHS report on progress, including Pathway Development, and WASC Action Plan.*

1.A Disciplined Actions: Effective Teaching

1.A.3 Design and implement instructional practices that benefit socio-economically disadvantaged students and English language learners.

- ❖ *Adapt Project GLAD instructional strategies and professional development for secondary teachers.*
- ❖ *Monitor and support Project GLAD implementation among elementary teachers.*
- ❖ *Expand professional development and coaching support for Special Education and General Education teaching collaboration.*
- ❖ *Expand Step-Up preschool from 5 to 8 classes.*

1.A.4 Implement and monitor the student wellness program to instill healthy nutritional habits and provide increased opportunities for physical activity.

- ❖ *Support quality teacher-based physical education instruction for grades K-6. Identify best practices and monitor implementation of standards-based PE, fitness and skills.*
- ❖ *Provide a board report regarding the elementary PE program in Spring 2011.*
- ❖ *Develop protocol and training to support the administration of the Grade 5 Physical Fitness Test.*

1.A.5 Meaningful integration of technology equipment and applications to support 21st century learning in all classrooms, for all students, across all areas of the curriculum.

- ❖ *Expand professional development and coaching to support integration of technology and instruction to increase the percentage of teachers who rate themselves at the intermediate and proficient levels in using technology in the classroom and to support student learning.*

1.A Disciplined Actions: Effective Teaching

- ❖ *Monitor and review emerging technologies for incorporation into 21st classrooms.*
- ❖ *Expand Project Lead the Way technology-based instruction through the addition of the Principles of Engineering course for 10th grade students.*

1.A.6 Provide opportunities for professional growth that support effective teaching, ongoing assessment, and instructional interventions.

- ❖ *Establish and monitor school-based goals for implementation of essential components of a Professional Learning Community to support student learning.*
- ❖ *Incorporate effective strategies for teaching English Learners and students in Special Education into professional development in literacy and mathematics.*
- ❖ *Continue implementation of Project IMPACT to increase math content and pedagogy knowledge for teachers at grades 4 through Algebra I.*
- ❖ *Increase job-embedded professional development through on-site coaching, peer collaboration, and afterschool workshops to personalize training and contain costs.*

1.B Disciplined Actions: Ongoing Assessment

1.B.1 Support schools in the implementation of the Data Director system in order to analyze student performance and develop data-driven instructional plans and support.

- ❖ *Expand DataDirector/Aeries training for administrators and teachers to support on-going analysis of student performance.*

1.B.2 Develop and implement formative assessments on at least a quarterly basis to monitor student progress and adjust instruction accordingly.

- ❖ *Establish and monitor school-based goals for development and use of formative assessments.*
- ❖ *Provide professional development to support teacher analysis of results of expository writing assessments in English Language Arts and mathematics.*
- ❖ *Continue to develop model GLAD lessons for use with expository writing in elementary schools.*

1.B.3 Develop and publish curriculum pacing guides to align instruction to state standards and assessments.

- ❖ *Monitor state adoption of Common Core Standards and revise district English Language Arts and Mathematics curriculum and pacing guides as necessary.*

1.C Disciplined Actions: Timely Interventions

1.C.1 Implement and monitor a Pyramid of Interventions at every school site that articulates the support systems in place to meet the unique needs of each student in the least restrictive environment.

- ❖ *Establish and monitor school-based goals for refining and extending Pyramid of Interventions Tier I, II, and III supports for students in English Language Arts and Mathematics.*

1.C.2 Develop and implement a plan for Summer School 2011 to provide remedial and original credit courses in the absence of state funding.

- ❖ *Review academic benefit and expenditures of 2010 summer school program and revise as necessary.*
- ❖ *Explore opportunities for expansion and improvement through analysis of effective summer school models and on-line learning.*

1.C.3 Continue to implement and enhance after school ASES program and services.

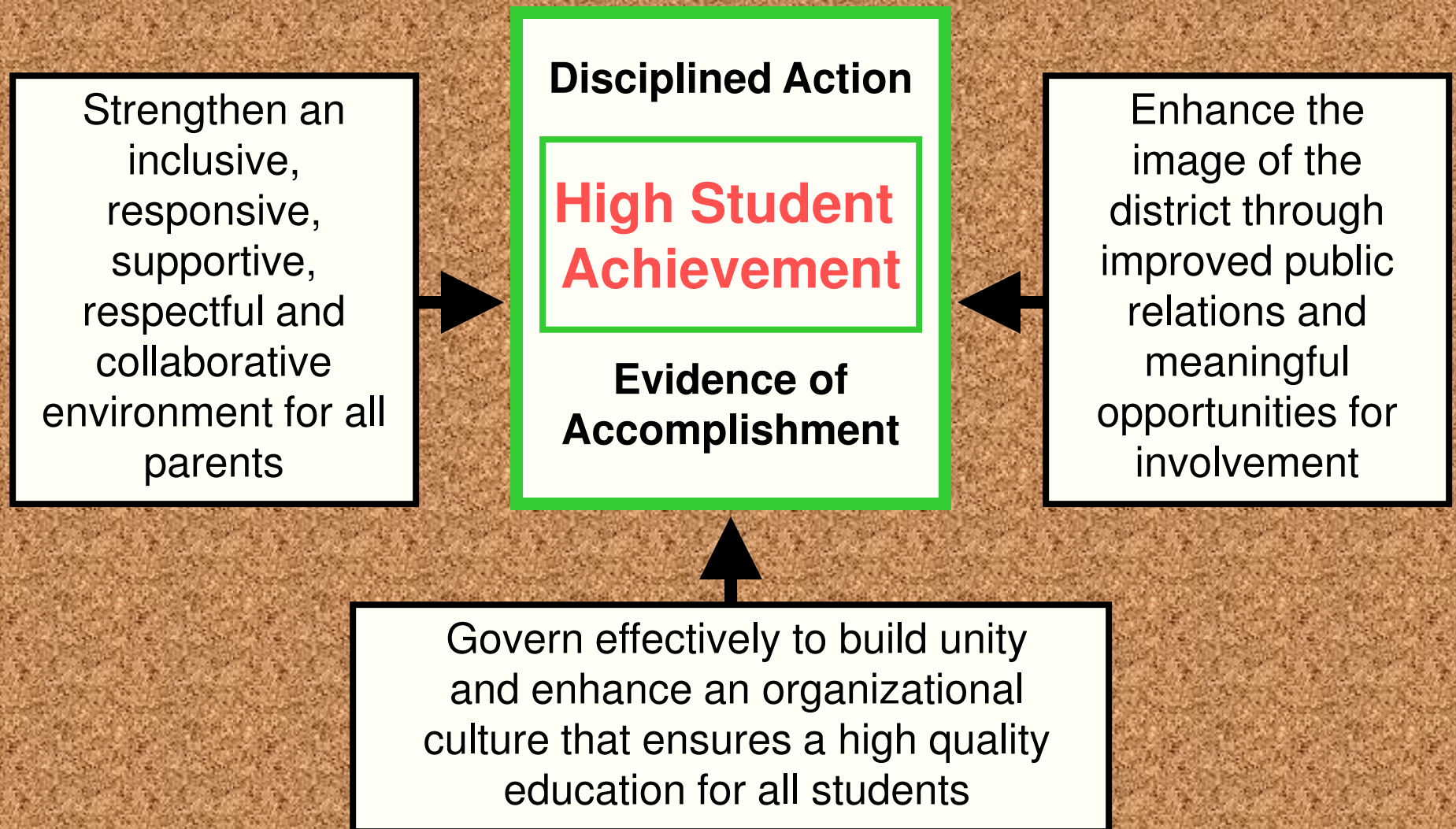
- ❖ *Develop a phased plan with YMCA to expand district-provided afterschool services at all K-8 sites, including intramural athletics at the junior high schools.*
- ❖ *Continue affiliation with City Parks and Recreation Department in K-8 after school programs.*

1.C Disciplined Actions: Timely Interventions

1.C.4 Continue to improve and expand the district's alternative education programs.

- ❖ *Expand high school student success in on-line credit recovery.*
- ❖ *Evaluate current Odyssey on-line program and continue to examine alternative programs for maximum benefit.*
- ❖ *Develop long-term plan for alternative education in UUSD.*
- ❖ *Collaborate with BV-ROP to optimize student enrollment in career/tech ed courses.*

Priority 2: Parent, Community & Board Connections



2.A Disciplined Actions: Parent Partnerships

2.A.1 Provide opportunities to engage the parent community in strengthening parent involvement and active engagement at all levels.

- ❖ *Establish and monitor school-based goals for parent involvement.*
- ❖ *Explore opportunities for community-based meeting locations for parent education.*
- ❖ *Invite PTA Council to share a board report regarding parent involvement and engagement.*
- ❖ *Provide report of Parent Satisfaction from annual survey.*

2.A.2 Collaborate with Upland Council PTA to sponsor a district-wide Parent Partnership Symposium evening, featuring a guest speaker with a relevant, powerful message.

- ❖ *Suggested topic: Internet safety, cyber-bullying and “sexting.”*

2.A.3 Utilize technology resources to enhance home-to-school by sharing information and providing opportunities for feedback.

- ❖ *Provide training on use of SchoolLoop for secondary teachers; monitor implementation annually.*

2.A.4 Engage and involve parents of English learners through the establishment of district and site English Learner Advisory Councils.

- ❖ *Strengthen school-based English Learner Advisory Councils. Explore exemplary projects.*
- ❖ *Establish and monitor school-based goals for involvement and support of parents of EL.*
- ❖ *Provide report of EL Parent Satisfaction from annual survey.*

2.B Disciplined Actions: Community Connections

2.B.1 Revisit the establishment of an Educational Foundation to provide community and corporate funding in support of a high quality, enriched public education for students in the Upland Unified School District during a state fiscal crisis.

- ❖ *Revisit Board Policies as they relate to booster clubs and non-profit foundations.*
- ❖ *Monitor the formation of emerging foundations.*

2.B.2 Increase public awareness of district issues and events by reaching out to the media and community.

- ❖ *Publish annual Measure K community update and annual report*
- ❖ *Continue to upgrade the broadcasts on the district's local cable access channel. Explore fee-based advertising.*
- ❖ *Maintain strong and positive relationship with local reporters.*

2.B.3 Continue to strengthen a positive and mutually beneficial relationship with the City of Upland.

- ❖ *Monitor progress of Environmental Impact Report as it relates to the Downtown Redevelopment proposal*
- ❖ *Pursue 'Safe Route to School ' grant with City of Upland*

2.B Disciplined Actions: Community Connections

2.B.4 Increase involvement with the West End P-16 Council to develop strategies to better coordinate, integrate, and improve education for preschool through college students with the ultimate goal of closing the achievement gap.

- ❖ *Sustain involvement in West End P-16 Council in curriculum development and communication across districts.*

2.B.5 Collaborate with Chaffey College and Baldy View ROP to establish and strengthen partnerships that will benefit students at UHS.

- ❖ *Establish an articulation agreement with Chaffey College for the Principles of Engineering course.*
- ❖ *Establish engineering lab visits for students in PLTW.*
- ❖ *Sustain Chaffey College advisement and assessment for 12th grade students.*
- ❖ *Sustain and explore opportunities to expand on-campus ROP participation and integration into college and career pathways.*
- ❖ *Continue college advisement .*

2.B.6 Collaborate with Scheu Family YMCA of Upland to develop and implement a 3-year plan to transfer the extended daycare programs at five schools back to UUSD operations.

- ❖ *Share plan with Board of Education by January, 2011.*

2.C Disciplined Actions: Board Governance

2.C.1 Ensure opportunities for the diverse range of views in the community to inform board deliberations.

- ❖ *Initiate annual PTA Council board report.*
- ❖ *Continue scheduling board meetings at school sites, including showcase demonstrations.*
- ❖ *Explore the implementation of an e-news link on the district web site.*
- ❖ *Schedule town hall community meetings to address emerging issues of critical importance.*

2.C.2 Ensure that a safe and appropriate educational environment is provided to all students and staff.

- ❖ *Install a central system to monitor security camera footage in the event of an intruder or emergency*
- ❖ *Upgrade the Emergency Operations Center procedures*

2.C.3 Increase opportunities to provide community leadership on educational issues and advocate on behalf of students and public education at the local, state, and federal levels.

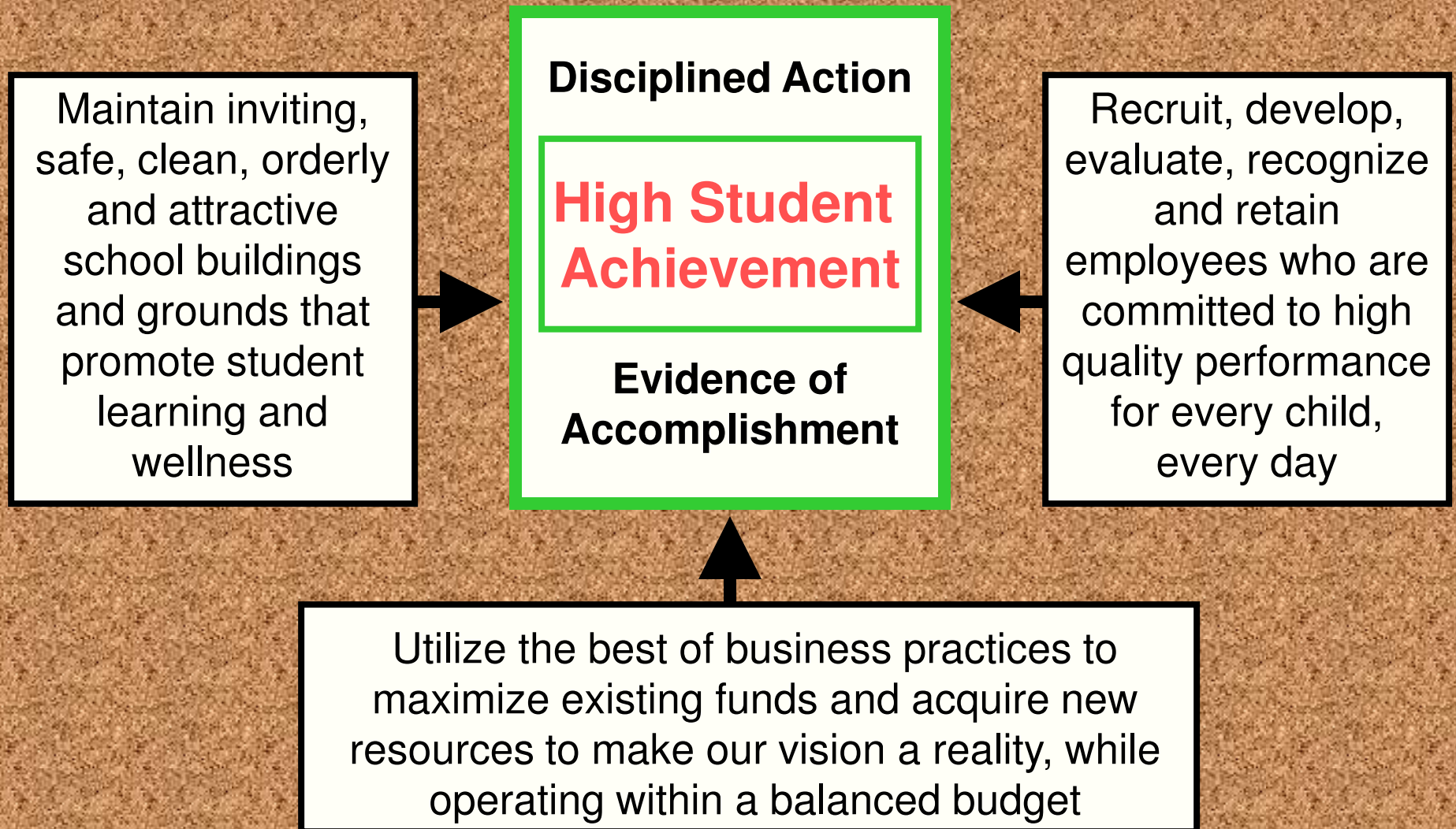
- ❖ *After November elections, establish relationships with new and/or returning local legislators.*
- ❖ *Remain active in SANDABS and CSBA legislative groups.*
- ❖ *Address state budget issues through town hall meetings and e-news publications as necessary.*

2.C Disciplined Actions: Board Governance

2.C.4 Schedule opportunities to periodically evaluate the board's effectiveness.

- ❖ *Consider the results of community and employee surveys in strategic planning*
- ❖ *Engage employee associations in a review of the employee survey*
- ❖ *Continue to collect survey from parents and employees to establish trends and patterns for long-term continuous improvement.*

Priority 3: Align Resources to Support Shared Vision



3.A Disciplined Actions: Facilities and Operations

3.A.1 Continue initial Measure K-2008 construction projects, consistent with the voter-approved bond measure.

- ❖ *Monitor gym construction with completion target of February 2011.*

3.A.2 Prepare for Phase 3 of 21st Century Classroom renovation, in accordance with Measure K-2008.

- ❖ *Complete design and scope development*
- ❖ *Establish timeline*
- ❖ *Complete bidding process, with board approval*

3.A.3 Complete master plan at UHS to include learning environments for performing arts/music programs at UHS.

- ❖ *Continue to work with DC Architects to refine/update and finalize UHS facilities master plan.*
- ❖ *Continue scope development for band room at UHS*

3.A.4 Continue to identify energy efficient and cost containment strategies and projects

- ❖ *Develop a proposal for solar energy expansion*
- ❖ *Develop a contract with selected provider*
- ❖ *Seek Board approval*

3.A Disciplined Actions: Facilities and Operations

3.A.5 Continue to explore additional funding sources for district-wide facility priorities.

- ❖ *Work with NTD Architects to identify funding sources for portable classroom replacement with permanent structures*

3.A.6 Transition district web site to Schoolloop as provider.

- ❖ *Provide training to all authorized users.*

3.A.7 Continue process of restructuring day/night cleaning schedules at all schools to maintain high standards while dealing with diminished resources.

- ❖ *Continue custodial team cleaning study.*
- ❖ *Continue negotiations with CSEA as appropriate.*
- ❖ *Study moving UHS custodial services under MOT supervision.*
- ❖ *Analyze products for standardization.*

3.A.8 Implement a cost containment and efficiency program for home-to-school transportation

- ❖ *Analyze responses to parent survey.*
- ❖ *Evaluate routing options.*
- ❖ *Present findings to the Board (August 2010).*
- ❖ *Implement fee-for-service (projected for January 2011).*

3.A Disciplined Actions: Facilities and Operations

3.A.9 Provide district-wide Disaster Preparedness Training.

- ❖ *Schedule fall and spring district-wide drills.*
- ❖ *Review each drill as opportunities for continuous improvement.*
- ❖ *Provide employees with opportunities for CPR, first aid, and other trainings as appropriate for various positions and assignments.*

3.A.10 Continue to study Food Service Department to enhance nutritional offerings, increase participation, and contain costs

- ❖ *Study the feasibility of a central kitchen installation.*
- ❖ *Evaluate effectiveness of Summer Feeding program.*

3.A.11 Initiate contracts to install a district-wide system providing printing and copier services to schools and departments to enhance and support 21st century learning environments (Measure K)

- ❖ *Complete analysis and cost assessment.*
- ❖ *Continue to consult with principals and department heads.*
- ❖ *Select provider and procurement process; seek board approval.*
- ❖ *Provide training and support for installation.*
- ❖ *Implement program at pilot sites, monitor and adjust.*
- ❖ *Complete the installation.*

3.A Disciplined Actions: Facilities and Operations

3.A.12 Conduct a feasibility study regarding the refurbishment and distribution of surplus computers to students

- ❖ *Conduct a scope and cost analysis for a refurbishment and distribution program for students and neighborhood-based student tutorial services.*
- ❖ *Explore opportunities to collaborate with BV-ROP to assist in the refurbishment process.*
- ❖ *Develop board policy and administrative procedures with assistance of legal counsel.*

3.A.13 Successfully complete the process of a Coordinated Review Effort (CRE) with no audit exceptions

- ❖ *Prepare all internal documents and procedures*
- ❖ *Analyze findings and take appropriate actions*

3.B Disciplined Actions: Human Resources

3.B.1 Maintain hiring practices that meet state and federal requirements including Highly Qualified status and EL authorization

- ❖ *Monitor special education teachers for highly qualified status attainment.*
- ❖ *Conduct trainings for the new autism certificate for teachers of mild-moderate classrooms.*

3.B.2 Collaborate with the Educational Services Department to support new teachers through a comprehensive induction program; create meaningful professional growth opportunities for all employees; and provide support, intervention and accountability for employees who are under-performing.

- ❖ *Conduct an informal focus group to review the standards, content, process and documentation support for performance evaluations.*

3.B.3 Continue employee recognition program to honor employees for exceptional performance in reaching district goals and priorities.

- ❖ *Develop and implement an employee recognition program (Upland Pride).*

3.B.4 Provide employees with health and welfare information and wellness programs.

- ❖ *Conduct an Employee Wellness Fair*
- ❖ *Provide wellness updates via email*

3.B Disciplined Actions: Human Resources

3.B.5 Revise procedures in Human Resources to ensure efficiency, confidentiality and cost containment

- ❖ *Cross-train all staff members to cover basic functions of each desk*
- ❖ *Post commonly used forms on district web site*
- ❖ *Develop a proposal to replace the archival system for personnel files and confidential documents currently maintained at the District Office and Warehouse*

3.B.6 Provide administrators and supervisors with support and guidance regarding contract provisions, personnel procedures and employee responsibilities

- ❖ *Create mini-modules for contract language training.*
- ❖ *Assemble board policy and ed code provisions as 'common documents' for all faculty handbooks (i.e. sexual harassment, mandated reporting, blood borne pathogens, etc).*
- ❖ *Implementation of new fingerprinting and certification requirements for coaches and volunteers.*

3.C Disciplined Actions: Fiscal Resources

3.C.1 Closely monitor adoption of 2010-11 State Budget and make adjustments to District multi-year plan as necessary to sustain priorities within a balanced budget.

- ❖ *Prepare all board and county reports in an accurate and timely manner, in accordance with Ed Code provisions and board policy.*
- ❖ *Monitor cash flow on a weekly basis.*
- ❖ *Explore revenue generating opportunities (i.e. attendance recovery, fee for service, grant opportunities, foundations).*

3.C.2 Support all schools and departments in utilizing EduReports as a tool to monitor “real time” spending in order to provide customized budget formats that align with district and site/department priorities.

- ❖ *Continue training all site and departments.*
- ❖ *Provide ongoing support as requested.*

3.C.3 Continue to meet oversight obligations with the Options for Youth Charter School to ensure that OFY is operating in full compliance with the Charter Schools Act, the district’s charter agreement, and all applicable provisions of the law.

- ❖ *Continue to closely monitor OFY board meetings, budgets, special education compliance, and facilities.*
- ❖ *Strengthen district programs and alternatives to address students needs within district to reduce number of UUSD referrals (see 1.C.4).*

3.C Disciplined Actions: Fiscal Resources

- ❖ *Exercise strong direction to bring OFY into full compliance in the delivery of special education services.*
- ❖ *Carefully consider whether or not to renew OFY's charter when the current agreement expires and they reapply in January 2011.*
- ❖ *Engage legal counsel as needed.*

3.C.4 Collaborate with all stakeholders to determine long-term fiscal options to survive and thrive during a time of uncertain state funding.

- ❖ *Continue tradition of town hall and road show meetings among all employee groups.*
- ❖ *Examine each vacancy as an opportunity for reduction or elimination.*

3.C.5 Develop a succession plan in the event of changes in the fiscal services division

- ❖ *Provide cross-training of essential reports, timelines and compliance requirements.*
- ❖ *Revisit organizational chart and assigned duties.*
- ❖ *Ensure that job descriptions are updated and efficient in the event of a recruitment.*

3.C.6 Develop a plan for the third issuance of Measure K bonds

- ❖ *Estimate costs of remaining projects – regular classrooms and specialty rooms.*
- ❖ *Confer with bond counsel and consultants from George K Baum.*

BOARD OF EDUCATION



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