



Unified School District



SHARED BELIEFS ...

WE BELIEVE THAT ...

- Every person is unique and has equal worth.
- Everyone can and will learn.
- People learn in different ways and at varied paces.
- Education is the shared responsibility of students, families, teachers, staff, and community.
- Quality education expands opportunities throughout a person's life.
- Challenging people to meet high expectations leads to exceptional learning and remarkable results.
- Nurturing relationships and healthy environments are necessary for individuals to thrive.
- Diversity is a valuable asset that strengthens and enriches our community.
- Personal development and community well-being depend on individual responsibility.
- Everyone benefits when people willingly contribute to the well-being of others.
- Honesty and integrity are essential to build trusting relationships.
- Access to a quality public education is essential to our democracy.



San Juan
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MISSION ...

Valuing diversity and excellence, the San Juan Unified School District's mission is to educate and inspire each student to succeed and responsibly contribute to a radically evolving world by providing innovative, rigorous, student-focused instruction and programs in a safe, caring, and collaborative learning community.

OBJECTIVES ...

- All students will develop and apply 21st century skills such as problem solving, critical and creative thinking, collaboration, and applications of technology.
- By 2015, we will reduce the number of students who are not performing at the proficient or advanced levels in English-language arts and math by at least 50 percent.
- Each student will successfully complete a challenging personal educational plan at each appropriate level that furthers his or her education AND career aspirations.
- All students will develop and consistently demonstrate the character traits necessary to become contributing, responsible, and caring members of the community.



STRATEGY 1

We will ensure all staff are implementing effective instructional strategies, integrating technology and utilizing assessment data to actively engage each student to increase achievement on state standards, 21st century skills, and personal educational plans.

Bold indicates recommendation for implementation beginning in 2009-10.

- **Implement effective instructional strategies and 21st century skills.**
- **Ensure the implementation of standards-aligned curriculum at each grade level, beginning with English-language arts (ELA) and math.**
- **Implement, in a phase-in model, a comprehensive intervention support model for all students not proficient in ELA and math.**
- Use frequent District-level benchmarks and common site-level assessments in ELA and math to inform instruction.
- Develop and implement a comprehensive, ongoing cycle of professional development aligned to SJUSD's mission and objectives, integrating effective instructional strategies, assessment models, and instructional technology.
- Implement District training on diversity/cultural proficiency for all staff.
- Expand Leadership Training Program (LTP) and the Principal Coaching program.
- Implement a technology support model providing support staff (certificated and classified) depending on the level of hardware at each site.
- Expand the appropriate use of technology tools to support effective instruction and learning.



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STRATEGY 2

We will expand human, community, and financial resources and ensure they are used most effectively to achieve our mission and objectives.

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- Create a district-wide marketing campaign that enhances the District image and increases human and fiscal resources.
- Complete a database and summarize the results of a district-wide survey of current partnerships at the site level and district level.
- Form, sustain, and increase partnerships with non-profits, corporate sponsors, and public agencies.
- **Strengthen the partnership between the San Juan Education Foundation and the District.**
- Create program evaluation protocols that ensure effective use of community, human, and financial resources to support the District's mission and objectives.
- Develop a district-wide framework to encourage volunteers throughout the district.
- **Increase funding through grant writing consistent with the Strategic Plan and school site plans.**



STRATEGY 3

We will ensure effective two-way communication that is honest, transparent, and timely to build trusting relationships and create a unified collaborative learning community.

Bold indicates recommendation for implementation beginning in 2009-10.

- Ensure transparency in the various decision-making processes, clarifying points in the process where stakeholder input is appropriate.
- Increase and improve the opportunities that allow meaningful community input to the school sites and District.
- Increase the participation of diverse groups on site/District level decision-making groups.
- Streamline and upgrade the District Web site to include multilingual links for Spanish, Russian, and Ukrainian, with a phasing in of other languages over a five-year period.
- **Use the family resource center to establish systems for two-way communication and feedback.**
- Ensure that the District newsletter highlights regional articulation events.
- Redesign the format of the District Web site to become more intuitive to the user.
- Build a Web page containing links to resources for team building and collaborative activities.
- Implement an accessible online collaboration network for teachers and administrators.
- Develop and initiate programs to recognize and celebrate diversity.
- Expand the diversity of the District workforce to better reflect the students they serve.
- **Align the site and District department plans to the District's Strategic Plan within four years.**
- Establish organizational norms concerning internal communication, based on mutual respect, professionalism, and civility, to build trusting, working relationships.
- Establish organizational norms concerning external communication, based on mutual respect and civility, to build trusting relationships with our community.



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STRATEGY 4

We will design and implement a system that creates challenging personal educational plans at each appropriate level in collaboration with students, families, and staff.

- Develop the appropriate curricular activities to be completed at each grade level to assist in the development of each student's curriculum choices and career pathway, based on learning style assessments, interest inventories and other assessments.
- Evaluate and implement an online, interactive tool which allows students to plan their academics, activities, and other experiences, in collaboration with families and staff.
- **Define, highlight and communicate all academic and/or career pathways currently established in SJUSD.**
- Create a list of recommended academic and/or career pathways that meet the needs of SJUSD students and the community.
- Determine the feasibility of a "Middle College" for SJUSD in collaboration with area community college districts (Middle College as defined by Middle College National Consortium).
- **Establish transition plans between preschools, elementary, middle, and high schools at all campuses across the District.**



STRATEGY 5

We will integrate relevant technology into teaching, learning and system operations to best achieve our mission and objectives.

Bold indicates recommendation for implementation beginning in 2009-10.

- Ensure that staff at sites for all levels (elementary, middle, high school) have support in learning how to best use technology in instructional practice.
- Implement required training in selected technology tools and how to integrate those tools into instructional practice.
- Expand access to professional development in technology through a variety of delivery methods including but not limited to online training, podcast, live training, etc.
- Develop and provide technology support structures at sites for all levels to enable staff to fully implement technology in the instructional program.
- **Establish a technology equipment standard for classrooms based on current and emerging technology.**
- Establish protocol for periodic upgrades of district-wide computer applications, operating systems, and hardware needed to support software.
- Facilitate the ability to access files and resources remotely for all staff.
- Expand and disseminate information on secure professional networking-type learning communities for staff and students to collaborate to support teaching and learning.
- Adopt and implement grade-level standards for all students in the area of technology.
- **Create and implement a technology infrastructure standard for school sites that includes 100mb bandwidth and wireless infrastructure.**



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STRATEGY 6

We will identify, model, and integrate positive character traits, as well as develop means for assessment, to help our students become contributing, responsible, and caring members of a diverse community.

Bold indicates recommendation for implementation beginning in 2009-10.

- **Identify and approve a set of positive character traits for preschool through adult students, staff and community, that honors the diversity within our District boundaries.**
- Increase the awareness and participation of community, parents, staff, and students in the planning and implementation of character development at each school site.
- Teach, model, and reinforce evidence based character education practices that address the diverse needs of all stakeholders at each school level (e.g., service learning, project-based learning).
- Embed the identified character traits throughout the District, departments, and schools.
- Provide a District support system for site implementation of the character education initiative.
- Establish an evaluation system for positive character trait development.



STRATEGY 7

We will actively engage families as valued partners in the education process.

Bold indicates recommendation for implementation beginning in 2009-10.

- Phase in a Family Resource Center in all of the SJUSD P-12 schools within five years.
- **Post universal directional signs that will welcome and guide all visitors to key locations on all school sites in SJUSD.**
- Empower families to become actively involved at each site.
- Determine feasibility of establishing a mobile outreach resource center with the purpose of taking resources out to the community.
- **Fully implement a research-based family involvement model to engage parents in the educational process.**
- Educate all staff in effective communication skills that result in all families being treated with dignity and respect, resulting in increased involvement.



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STRATEGIC PARAMETERS ...

- We will always operate schools which are physically and emotionally safe with environments conducive to learning.
- School and program plans will always be aligned with the Strategic Plan of the District.
- We will not tolerate behavior or language which demeans the dignity or worth of any individual or group.
- No new program or service will be accepted unless ...
 - it is consistent with the Strategic Plan;
 - its benefits clearly justify the costs; and
 - provisions are made for professional development, program evaluation, and communication with constituents.
- No program or service will be retained unless it makes an optimal contribution to the mission and its benefits continue to justify the costs.
- We will not tolerate ineffective performance by any staff member.
- As we focus on improving English-language arts and math, we do so within a balanced curriculum.



Developing the Strategic Plan

In November of 2008, the San Juan Unified School District Board of Education authorized the creation of a results-based strategic plan that will guide the District between 2010 and 2015. The process chosen by the Board utilized an open structure that allowed anyone to participate and ensured that all voices from the San Juan Unified community would be heard.

The 30-member Planning Team convened for the first time in late January of 2009. This group, comprised of individuals from a variety of stakeholder groups, was charged with agreeing on a core set of beliefs, drafting the mission and objectives for the District, and identifying the unique strategies that will allow San Juan Unified to meet the community's highest aspirations.

The draft work of the Planning Team was then handed over to the more than 300 members of seven Action Teams which each developed necessary action plans to see their assigned strategy completed by 2015. The Action Teams worked on Monday nights between February and May of 2009, discussing, researching, and reaching a consensus before returning the action plans to the Planning Team for review.

The action plans were considered by the Planning Team in early June. The Planning Team listened to group presentations, asked probing questions and carefully considered the set of plans submitted to them. In the end, 58 action plans were recommended to be undertaken in the next five years.

On June 23, 2009 the completed plan was approved by a unanimous vote of the Board of Education.



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