

DRAFT 1-9-20
Los Gatos Union School District
Strategic Plan
2020-2025

Mission

The Los Gatos Union School District will provide equitable learning opportunities to educate all children to their unique potential by teaching, modeling and supporting the skills, and attitudes that contribute to their development as globally and socially responsible citizens demonstrating stewardship and “service before self”.

Vision

To achieve academic excellence, we believe the LGUSD Student Success Profile will prepare all children to thrive in a diverse and ever-changing world.

LGUSD Student Success Profile

To enable academic and social success, all LGUSD students will demonstrate proficiency in these attributes:

Critical Thinking

- Understand the “bigger picture” and propose creative solutions that are mindful of the larger impact to the world around them.
- Consistently improve the quality of one’s own thinking by skillfully self-reflecting, analyzing, assessing, and reconstructing meaning.
- Apply disciplined but flexible thinking that is clear, rational, open-minded, and informed by evidence or experience.
- Constructively assess and appropriately challenge the status quo.

Empathy

- Demonstrate awareness, sensitivity, concern and respect to connect with others’ feelings, opinions, experiences, and culture.
- Have the ability to imagine (or vicariously experience) what others are thinking, feeling, or experiencing and offer support when necessary.
- Demonstrate personal, civic, social, local, and global responsibility through ethical and empathetic behaviors.
- Value and embrace diverse cultures and unique perspectives through mutual respect and open dialogue.

Collaboration

- Understand, negotiate and balance diverse views and beliefs to reach workable solutions.

- Manage conflict – turning conflict into a positive outcome.
- Have the ability to disagree while maintaining focus on an end goal.
- Create the environment or the conditions that empower others to grow and succeed.
- Build relationships with others through trust and compassion.
- Have an awareness of different leadership styles.
- Take responsibility for your part of a team project and empower others to do their part.

Communication

- Articulate thoughts and ideas effectively and clearly using oral, written, and non-verbal communication skills in a variety of contexts.
- Actively listen effectively to decipher meaning, including knowledge, values, attitudes, and intentions.
- Elicit diverse perspectives from others.
- Have the ability to use communication for a range of purposes and audiences.
- Understand the goal and intent of communicating while being comfortable, confident, and enthusiastic.

Learner's Mindset

- Develop positive attitudes and beliefs about learning.
- Be proactive in learning while possessing the desire to learn, unlearn and relearn.
- Embrace curiosity to experience new ideas.
- Develop steadfastness in achieving success despite difficulty, opposition, and/or failure.
- Understand that setbacks and resilience/perseverance are part of the learning process.
- Become energized by new learning and insights, including those different from currently held ideas, beliefs, and values.

Adaptability

- Demonstrate flexibility when acclimating to various roles and situations.
- Work effectively and confidently in a climate of ambiguity and changing priorities.
- Demonstrate agility in thoughts and actions.
- Respond productively to feedback, praise, setbacks, and criticism.
- Understand that failure can be part of success and quickly pivot to keep moving forward.

Points of Pride

Los Gatos Union School District is proud of our students, our staff, and our community.

We are proud of our well-rounded students. Our dedicated staff is passionate about the whole child and strives to engage with all children through a balanced education that emphasizes academic program studies, social-emotional development, physical education, and the arts.

- A 15-year relationship with Project Cornerstone and related social-emotional learning programs fosters developmental assets and positive identity development. Our schools

implement social-emotional learning curricula as a foundational element of our social-emotional work with students.

- Our award-winning music program and our Home and School Club supported theater programs develop confidence and creativity in our students.
- Counseling support is available at each school site. The District has partnered with the Heard Alliance and Santa Clara County Behavioral Services to strengthen our response and support for student mental health and wellness.
- Each year, a Local Climate Survey gathers timely and relevant feedback from our students.
- Our partnership with the Los Gatos-Saratoga Recreation Department gives students the opportunity to participate in championship sports programs and extended enrichment opportunities.
- Credentialed Art Teachers are steadfast in their commitment to building our relationship with Art Docents to bring integrated art into classrooms across the District.

We are proud to consistently demonstrate the highest levels of academic excellence.

- On the California School Dashboard, Los Gatos Union School District students earn the highest ratings in both math and English language arts.
- English Language Learners demonstrate tremendous levels of progress and academic performance.
- Literacy and Math Specialists support students at each elementary school site.
- Students with special needs are supported with high quality programs.
- LGUSD provides students with the opportunity to be educated in a certified International Baccalaureate Primary Years Program.
- All students in grades 3-8 have 1:1 access to laptops and Google applications. Our responsible, ethical, and purposeful use of technology in classrooms promotes digital citizenship.

LGUSD is a dynamic place to work, with highly sought-after positions. Our greatest source of pride is our people—the LGUSD staff works tirelessly to support and improve the educational experience for our students.

High quality and experienced teachers, administrators, and support staff share decision-making through distributed leadership that values collaboration and diversity of opinion.

- 100% of our teachers are fully credentialed for the subjects that they teach. They are often the first to arrive and the last to leave campus each day.
- 77% of our teachers have more than 10 years of classroom experience.
- The staff models empathy, care, and compassion to create an environment where students feel valued.
- Our staff participates in and provides a variety of high-quality professional development opportunities.

We cannot speak to our points of pride without acknowledging the students, parents, and community. We would not be what we are without the support and collaboration we treasure from our families and community members.

- Our students benefit from volunteering adults who dedicate their time to support and enhance learning opportunities in classrooms across the district.
- We benefit from a creative and engaged Education Foundation – with strong ties to our local business community and leadership.
- Each site has a strong Home and School Club that raises funds to support the development of the individual culture of each school community.
- The district demonstrates responsible financial stewardship. The Financial Advisory Committee draws upon community expertise to support and advise the superintendent and board on strategic financial issues.
- Our well designed, equipped, and maintained facilities reflect the high standards of the community.

LGUSD has highly-regarded schools that sustain the value and fabric of the community. LGUSD is a major asset to the community, making Los Gatos a desirable place to live and work.

Five Year Objectives (2020-2025)

#1 Student Wellness

All students will learn in an environment that prioritizes the importance of social emotional development.

- A) Embed the **LGUSD Student Success Profile (SSP)** into the culture of the school district/community and successfully implement.

Indicator of Success:

Students will master the attributes found in the LGUSD Student Success Profile (SSP) as reflected on multiple measures. (i.e. rubrics, portfolios, exhibitions, etc.)

- B) Consistently utilize a Social Emotional Learning (SEL) program in all grades which is vetted through K-8 CIA.

Indicator of Success:

The LGUSD climate survey will indicate “depth of SEL” growth in addition to site grade level team and principal feedback.

- C) Strengthen mental health support for LGUSD students.

Indicator of Success:

- The ratio of counselor to students will make progress towards the ratio recommended by the National School Counselor Standards. (ASCA)
- LGUSD will add additional counseling support.

- D) The LGUSD Homework Policy will be re-evaluated and updated to provide the most effective support and relevancy to students.

Indicator of Success:

A research process will be conducted that will yield a new board policy that will be presented to the community. This issue will be examined in articulation meetings between LGUSD and LGHS.

#2 STEAM and Social Innovation

Provide a learning environment that emphasizes design thinking/inquiry-based learning, where students have the ability to creatively design projects in STEAM laboratories and classrooms.

- A) An articulated K-8 Design Thinking for STEAM curriculum will be implemented with teacher support and resources at all schools.

Indicator of Success:

A cohesive K-8 curriculum will be adopted and implemented. Exhibition Fairs/Festivals will highlight student design achievements.

B) Design Thinking for Social Innovation.

Utilize “design thinking” strategies into curriculum design in all subject areas. Provide teacher support and training in these strategies.

Indicator of Success:

Monitor success using the Student Success Profile (SSP) assessments. Exhibition Fairs/Festivals will highlight student design achievements.

#3 Community & Global Citizenship

Students will participate in learning opportunities that foster “Service Above Self” (Community Service) and Global Mindedness/Citizenship.

A) Students will engage in “Service Above Self” Service Learning opportunities at all LGUSD schools to better the Los Gatos and global community.

Indicator of Success:

A clearly articulated scope & sequence of community service in K-8 will be adopted and projects will improve community life in Los Gatos and positively impact the world we live in. Leverage community partnerships.

B) Student learning opportunities will foster international mindedness such as perspective taking, empathy building, valuing inclusivity and diversity, investigating the world, communicating effectively, and taking action.

Indicator of Success:

Adopt and infuse “Educating for Global Competency” (California Department of Education) as a global studies framework that serves as a guide for future site and district global studies efforts. Student community service projects will reflect this objective.

C) Explore and implement the addition of World Language instruction in grades K-5. Strengthen Middle School world language offerings.

Indicator of Success:

A World Language Exploratory Committee will create a methodical well-articulated implementation plan to include goals (fluency vs. exposure), effectiveness measures, and language(s) selection rationale. The beginning phases of the plan will be implemented.

D) Cultivate a “Culture of Giving” among LGUSD families, teachers, and staff in volunteerism and support for the Los Gatos Education Foundation (LGEF) and the Home & School Clubs (H&SC).

Indicator of Success:

The percentage of families supporting the LGEF and H&SC will make progress towards the average of comparable school districts.

- E) Offer more cross-school site collaboration among students to develop their sense of community.

Indicator of Success:

Joint school site collaboration and learning opportunities will increase year to year.

#4 Academic Excellence/Curriculum & Instruction

All students will learn in an environment that promotes student engagement and prepares students to be successful.

- A) LGUSD educators will differentiate instruction to ensure that ALL students make progress towards the mastery of the California Common Core Standards.

Indicator of Success:

Instructional practices will be research based and data informed. Staff will provide an analysis of progress towards meeting the standards for ALL student groups.

- B) Every student will have an opportunity to experience high quality Project-Based Learning (PBL).

Indicator of Success:

LGUSD will become a PBL trained school district. Projects will be spotlighted in showcase/exhibition format utilizing a variety of approaches (i.e. Individual/Team, Genius Hour, Passion Projects).

- C) The K-8 math curriculum and will be re-evaluated and a clear communication plan for parents developed.

Indicator of Success:

Clear articulated K-12 communication points will be shared out widely to staff and parents.

- D) Enhanced electives supporting the LGUSD Strategic Plan will be explored and implemented.

Indicator of Success:

- 1) The Fisher Middle School master schedule will be analyzed, adapted, and increased elective courses offered.
- 2) Community partnerships will be strengthened and expanded, specifically with LGS Recreation for grades K-5.

- E) Visual arts will be strengthened and expanded in the elementary grades.

Indicator of Success:

Elementary students will have increased opportunities for creation of art in a “studio-based” art program with credentialed art teachers.

- F) Strengthen training and support for elementary physical education.

Indicator of Success:

Each site will have common resources, materials, and quality instruction to support a more robust PE program.

#5 Staff Professional Growth and Support

Continue to attract and retain “top-tier” teachers and develop excellent staff in a supportive and quality work environment.

- A) Target staff “total compensation” in the top decile of comparable districts.

Indicator of Success:

Provide an annual District Compensation Comparables report and a plan for bridging possible gaps and making progress in moving towards the top decile.

- B) Cultivate a “Culture of Opportunity” for the teaching staff to research and try new innovative practices.

Indicator of Success:

New opportunities will be measured by the successful administration of Innovation Opportunity Grants and providing teachers with the flexibility and support to pilot new practices.

- C) Strengthen collaboration by uniting grades K-5 with grades 6-8. Strengthen articulation with Los Gatos High School.

Indicator of Success:

Success will be measured by a significant increase in articulation opportunities between K-5 and 6-8, in addition to LGHS. As a result, jointly articulated communication (in areas of mutual interest) will be shared with parents. Progress will be communicated out to all stakeholders.

- D) Foster a positive District culture of mutual staff appreciation, recognition, inclusivity, diversity, fun, and joy.

Indicator of Success:

Implement additional ways of recognizing the contributions and achievements of LGUSD staff.

#6 Sound Finance & Infrastructure

Sustainably manage the financial infrastructure and ongoing prioritization of district resources to accomplish the strategic plan.

- A) The Financial Advisory Committee (FAC) will determine and recommend a sustainable shared solutions funding model that will allow LGUSD to meet its strategic goals, furthering its educational excellence.

Indicator of Success:

The Los Gatos Community will support a shared financial solution including a sustainable parcel tax that maintains educational excellence and parent donations which support and expand enrichment and innovation programs.

- B) A Facilities Master Plan will determine and put in place a plan for the refurbishment of fields, implementation of sustainable solar, strengthening of school site safety plans, improving technology infrastructure, adapting the learning environment to meet the strategic objectives, and the update of HVAC building systems.

Indicator of Success:

A new Facilities Master Plan will plot out improvements and the Financial Advisory Committee (FAC) will recommend potential funding sources, including best use of existing resources.

- C) Re-evaluate and strengthen school site safety protocols and emergency procedures.

Indicator of Success:

A safety plan will be manifested in new school site safety measures and regular safety drills at both the school and district level.