

DRAFT 5-20-21
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 above 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 growth in these attributes:

Critical Thinking	Empathy	Collaboration
<ul style="list-style-type: none">● 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.	<ul style="list-style-type: none">● 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.	<ul style="list-style-type: none">● 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	Learner’s Mindset	Adaptability
<ul style="list-style-type: none">● 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.	<ul style="list-style-type: none">● 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.	<ul style="list-style-type: none">● 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.

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 demonstrate growth toward proficiency of 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 administrator 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.

2021-2022 Action Plans – #1 Student Wellness

#	Objective	Assigned To:	Starting Date	Due Date
A.1	Team will develop consistent opportunities and curriculum connections to apply both profile traits. (Empathy and Learners Mindset) <ul style="list-style-type: none"> Reflect and share what exists Review and revise current tools and strategies to share out at and across grade levels K-8 Articulation Event Build Video Bank for Lessons 	Director of CIA, Director of Student Services, Principals	Aug 2021	Oct 2021
A.2	Teams/GL/Dept/Courses "gap analysis" identify/adapt strategies. <ul style="list-style-type: none"> Increase use of the bank of strategies and videos on the LGUSD Intranet 	Director of CIA, Director of Student Services, Principals	Oct 2021	Dec 2021
A.3	Begin to implement and scaffold strategies specific to Learners Mindset out of the Kid-by-Kid and referral processes.	Principals	Oct 2021	Mar 2022
B.1	Implement Social Emotional Learning (SEL) Professional Development Opportunities including <ul style="list-style-type: none"> TK-5 Lab Day Elm and Middle Youth Suidide Prevention Gender Spectrum work across the grade level Regional Center PD for Tier 1 and Tier 2 Build PD process video bank 	Director of CIA, Director of Student Services, Principals	Oct 2021	Nov 2021
B.2	Evaluate classroom embedded SEL in grade 6-8.	Director of Student Services, Middle School Admin Team	Sept 2021	Mar 2022

B.3	Spring 5/6 articulation (2020-21 PD Plan-ELA focus)	Director of CIA, Director of Student Services, Principals	Mar 2022	Mar 2022
B.4	In response to pandemic effects, the Wellness team will implement and provide targeted curriculum and services to support students identified through wellness programs.	Director of Student Services, Wellness Team	June 2021	June 2022
C.1	Implement and monitor monthly student wellness surveys that are inclusive of climate and connection questions.	Director of Student Services	Aug 2021	May 2022
C.2	Review/revise/reinforce recommendations for a comprehensive middle school/elementary referral process inclusive of training for staff for 22-23 school year.	Director of Student Services, Principals	Sept 2021	Jan 2022
D.1	Develop a Homework Purpose Statement, with staff, student, and parent input, that is grounded in the first two Learner Profile Traits (empathy and learners mindset)	Director of CIA, Director of Student Services, Principals, CIA Task Force	Sept 2021	Oct 2021
D.2	Research our own and other homework policies and challenges/factors	Director of CIA, Director of Student Services, Principals, CIA Task Force	Oct 2021	Dec 2021
D.3	Draft/gather feedback on a revised policy, including multiple parent education opportunities.	Director of CIA, Director of Student Services, Principals, CIA Task Force	Dec 2021	Mar 2022
D.4	Present policy to the Board of Trustees.	Director of CIA, Director of Student Services, Principals, CIA Task Force	Apr 2022	May 2022
MISSION	Continue Equity Action Team (internal staff training and development) and Establish Equity Advisory Committee (EAC) for 2021-22 composed of parent and staff representatives to advise LGUSD on action steps for inclusivity across the district.	Superintendent, District administrative team, principals, staff, parents	Aug 2021	May 2022
MISSION	Through the use of an expert facilitator, implement ongoing staff training and community dialogue. (2021-2022 Book Study, Student Book Study with Wellness Team, and Community Conversations)	Superintendent, District administrative team, principals, staff, parents, students	Oct 2021	May 2022

Five Year Objectives (2020-2025)

#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 laboratory settings 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.

2021-2022 Action Plan – #2 STEAM and Social Innovation

#	Objective	Assigned To:	Starting Date	Due Date
A.1	Research STEAM practices (A.1, A.2, B.1, B.2 are all part of preparation of the K-8 district-wide planning team launching in the 2022-2023 school year)	Asst. Supt. Ed. Services, Director of CIA, Director of Technology	Aug 2021	May 2022
A.2	Identify Connection between STEAM lab and classroom	Asst. Supt. Ed. Services, Director of CIA, Director of Technology	Aug 2021	May 2022
B.1	Develop awareness of "Design Thinking" (PD, survey, etc.)	Asst. Supt. Ed. Services, Director of CIA, Director of Technology	K-8 Aug or Oct PD Day 2021	May 2022
B.2	Link to “Collaboration” from Student Success Profile	Asst. Supt. Ed. Services, Director of CIA, Director of Technology	Aug 2021	May 2022

Five Year Objectives (2020-2025)

#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.

2021-2022 Action Plans – #3 Community & Global Citizenship

#	Objective	Assigned To:	Starting Date	Due Date
A.1	Recruit and assemble a planning team to identify existing partnerships with each school site and expand community and global service projects. Implement school projects from the “Service Above Self” Rotary service projects (Elementary and Middle School) Explore reinstating Fisher students to serve others. (60 hours of community service between grades 6-8)	Superintendent and Los Gatos Rotary Club, Admin Team, teacher reps Superintendent, principals	Aug 2021 Sept 2021	May 2022 May 2022
A.2	Establish a district partnership with the Santo Tomás School District in Guatemala. Coordinate with Rotary Club on Guatemala community service project.	Superintendent, Director of Technology, Director of Maintenance & Operations	Spring 2022	June 2022
B.1	Planned implementation for 2022-2023		Aug 2022	May 2023
C.1	Planned implementation for 2022-2023		Aug 2022	May 2023
D.1	Work with One Community, HSC and LGEF to Support One Community Campaign and meet the funding goals of each group.	Superintendent, CBO, Admin Team, HSC, LGEF	June 2021	Jan 2022
D.2	Assist in developing a plan for the Los Gatos Education Foundation to increase donations and meet the expectations of the district’s strategic plan.	Superintendent, Trustee reps, stakeholders	July 2021	June 2022
E.1	Cross-school site coordination and collaboration for staff meetings/brainstorming/planning and events	Principals	Aug 2021	May 2022

Five Year Objectives (2020-2025)

#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 will be re-evaluated and a clear communication plan for parents will be 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:

- The Fisher Middle School master schedule will be analyzed, adapted, and increased elective courses offered.
- 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 credentialed instruction to support a more robust PE program.

2021-2022 Action Plans – #4 Academic Excellence/Curriculum & Instruction

#	Objective	Assigned To:	Starting Date	Due Date
A.1	Focus on quality first instruction and supports for students using Kid-by-Kid and Flex.	Grade level teams, department teams, Literacy/Math Specialists, Principals, Director of CIA	In progress	Ongoing
A.2	In response to pandemic effects, site grade level/department teams will analyze state and local assessments to implement and provide targeted curriculum and services to support students through both intervention and acceleration.	Director of CIA, Director of Student Services, Principals, Grade level teams, department teams	Oct 2021	Ongoing
A.3	Convene TAT to design and implement a preliminary investigation into the available student assessment data management systems.	Director of Technology, TAT Team, Director of CIA, CIA Task Force	Sept 2021	June 2022
A.4	Convene kindergarten leadership team to develop vision and next steps for TK/K instruction in light of proposed expansion of TK.	Asst. Superintendent and Director of CIA	Sept 2021	Jan 2022
B.1	Recruit and assemble a planning team for Project Based Learning (PBL) based on interest and prior experience.	Director of CIA and CIA Task Force	Sept 2021	June 2022
C.1	Facilitate articulation meeting between Fisher and Los Gatos High School to evaluate Math Pathways.	Fisher administration, Math department chair, Director of CIA and Math teachers	Nov 2021	Spring 2022
D.1	Fisher master schedule will be analyzed to explore increased elective offerings.	Fisher administration and Fisher Electives Committee	Ongoing	Ongoing
D.2	Meet with Los Gatos Recreation to expand and strengthen enrichment opportunities for K-5 and homework support for Fisher students.	Director of CIA, elementary administration and LGS Rec Executive Director	Aug 2021	Sept 2021

E.1	Explore the expansion of elementary art instruction by evaluating existing technology for ways to bring art into more classrooms. Create a plan for the hiring of 1 full-time Art Teacher for the 2022-2023 school year.	Human Resources, Director of C&I, elementary administration and Art Teacher	July 2021	June 2022
F.1	2021-2022 Create elementary PE planning committee	Asst Superintendent and Director of CIA	Jan 2022	June 2022

Five Year Objectives (2020-2025)

#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.

2021-2022 Action Plans – #5 Staff Professional Growth and Support

#	Objective	Assigned To:	Starting Date	Due Date
A.1	Update list of comparable districts and compare to top decile of total compensation. Review annually to highlight areas of improvement	Human Resources/ Business Services	July 2021	Jan 2022
A.2	Through negotiations, make progress toward top decile.	Human Resources/ Business Services	January 2022	Spring 2022
B.1	Continue "Culture of Opportunity" innovation grant program. Grants to be connected to district strategic plan and professional development plan. Design colloquium to share best practices across the district	District Office Admin Team and LGEF	Aug 2021	May 2022
B.2	The administrative leadership team, with input from site leadership teams and CIA, will collectively develop, refine, and communicate professional development plans.	District Admin. Team (Admin)	July 2021	Oct 2021
C.1	Develop a comprehensive plan/calendar to strengthen collaboration between elementary school and middle school, and middle and high school in core classes (ELA, Math, Science, History)	District Office Admin Team	Aug 2021	Nov 2021
C.2	Coordinate calendar/release time/collaboration time to allow for vertical alignment (Elem/MS, MS/HS) 2 X per year (Fall/Spring)	District Office Admin Team	Aug 2021	Apr 2022
D.1	Create a district wide committee that is focused on inclusivity and developing a culture of appreciation, fun and joy. Committee will consist of representatives from every site, department and classification. Develop plan to foster connections, collegiality and compassion for one another.	Human Resources / Principals	Aug 2021	Dec 2021

Five Year Objectives (2020-2025)

#6 Sustainable Finance & Infrastructure

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

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.

2021-2022 Action Plans – #6 Sustainable Finance & Infrastructure

#	Objective	Assigned To:	Starting Date	Due Date
A.1	Update the financial model to allow scenario discussion in real time with 4 key variables clarification on the needs of the parcel tax and determine the appropriate parcel tax. Highlight funding needs and responsibilities for parcel tax, HSC and LGEF. (One Community)	CBO	May 2021	Dec 2021
A.2	Los Gatos by the Numbers updated annually to provide insight and provide details to clarify needs from the parcel tax and funding for strategic initiatives. Work to pass the parcel tax at a sustainable level that will provide the appropriate funding for strategic initiatives.	CBO	July 2021	Nov 2021
B.1	Finalize the master facilities plan including building solar and landscaping upgrades. Work to include stakeholders and integrate their key priorities. This will include design and construction documents through final construction.	CBO, Director of M&O	June 2021	May 2022-23
C.1	Become a placeholder at monthly SSC meetings to address the safety needs and concerns at each site. Assign one staff member from each site to be the liaison for site needs and communication to staff meetings.	Director of M&O	Sept 2021	June 2022
C.2	Review current plans and make changes and update safety protocol. This group will include site leaders , SSC elected staff members , and ICS for schools to meet concerns of all stakeholders and vertically align with all sites throughout the district. Culminate in providing the district wide safety drills and annual updates to the safety plans. Coordinate safety plans with technology and evaluate whether to implement technology safety solutions.	Director of M&O	Nov 2021	Apr 2022

Footnotes:

- LGUSD acknowledges that one of its schools, Lexington Elementary School, is a certified International Baccalaureate (IB) school. As such, components of the IB program such as the Learner Profile, Program of Inquiry, and Global Studies, complement and integrate within the established LGUSD strategic plan areas of Student Success Profile and Project-based Learning. (PBL)
- Although technology is not identified as an individual objective and strategy within the strategic plan, technology instruction and infrastructure support is viewed as critical to any successful implementation of any objective in the plan. Technology is not a “means to an end”, but a critical component of every objective’s successful implementation.