

Item 11.4

## CAMPBELL UNION SCHOOL DISTRICT SIX-MONTH STRATEGIC OBJECTIVES

September 20, 2016 – March 1, 2017

**THREE-YEAR GOAL: ADDRESS THE ACADEMIC, SOCIAL AND BEHAVIORAL NEEDS OF ALL STUDENTS**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By March 1, 2017	Director of Extensions and Director of Instruction	Examine the feasibility of providing low cost or no cost summer programs and after-school enrichment programs at every site and report the findings with recommendations to the Superintendent for action.	X			<p>2-28-17</p> <ul style="list-style-type: none"> <li>• Applied for the City of San Jose Safe Summer Initiative Grant to fund Rosemary Summer Express to run 5 weeks vs. 4 weeks. Grant award recipients will be announced April 3rd.</li> <li>• ASES Grant summer programs will take place at Lynhaven (50 students), Rosemary (80 students, CMS (90 students) The program fees for these program are \$100 for entirety of the program, scholarships, discounts and payments plans available to all families.</li> <li>• Hiring has been completed for all ASES and Enrichment Summer programs.</li> </ul> <p>Summer Academy:</p> <ul style="list-style-type: none"> <li>• Principal interviews occurred 2/17/17</li> <li>• Met with Sherman Oaks Principal 2/17/17 to discuss his ideas about a dual-immersion program there. Will follow up with him 2/28/17</li> </ul> <p>01-19-17: Summer Academy and Extension programs dates and sites have been identified. The dates will be 6/26 - 7/21/17 for the Summer Academy programs which will be held at Rosemary and Sherman Oaks.</p> <p>ASES Funded Summer Express: ROS 6/26-7/21/17 from 12:30-6:00. Lynhaven 6/26-8/4/17 8:30-3:30, and CMS-CREW 6/26-8/11/17 9:00-4:00. Next steps involve program descriptions, posting for positions, and hiring.</p> <p>11-17-16: IS Administrators met to discuss budget for summer</p>

					academy on 11.2, Director to look into Summer Academy as well as Dual Immersion program at SO. Director Extensions looking into City of SJ Safe Summer Grant if offered again to possibly provide summer camp at ROS as well ASES summer programs at summer academy site and possibly other ASES site. Summer Enrichment camp to be at site that hosts CampbellCare Summer Camp for extended care option. After school enrichment currently offered at every elementary site, fee based to cover fees of providers.
2. By March 1, 2017	District School Link Services Coordinator and Assistant Supervisor of Child Nutrition (co-leads) and the Wellness Committee	Study and provide recommendations to the Superintendent for action on how to better promote healthy living before, during and after school and during recess and lunch periods (e.g., physical activities, lengthen recess).	X	X	2-28-17 All sites are encouraging parents to provide healthy lunches and snacks for their child. We are piloting the "Eat First" program at one elementary school. Extensions provides healthy snacks and nutrition classes as part of their weekly schedule.  01-19-17: Piloting Kids Play First, Eat Second Offering tasting samples to encourage students to try fruits and vegetables
3. By March 1, 2017	Director of Student Services, working with the Multi-Tiered Systems of Support (MTSS) Team	Facilitate a thorough study of student suspension data and the suspension process at each school, share the findings with all school administrators, and recommend to the Superintendent a professional development training on alternatives to student suspension for school administrators.	X	X	2-28-17: Committee members have been selected and meeting is set for March 13th. Committee includes all assistant principals from each school site and a representative from Special Education and the Director of School Services.  01-19-17: Compiling info from the past 5 years  11-17-16 Director of School Services is compiling data and researching alternatives to suspension. In addition, a team will be convened to design a discipline matrix.

**THREE-YEAR GOAL: *IMPROVE STUDENTS' ACADEMIC PERFORMANCE, ENGAGEMENT AND INVOLVEMENT***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By March 1, 2017	Assistant Superintendent of Instructional Services	Ensure that professional Learning Communities establish outcomes and monitor results to provide plans for personalization and increased student engagement.	X	X		<p>2-28-17 The information from the 1/19 update is still current. Teachers are currently being recruited for the essential standards work which will guide the PLC work. In addition, all Site Administrators are having mid-year evaluation meetings with Dr. Andrew and Dr. Viramontez. PLC implementation will be discussed at these meetings.</p> <p>01-19-17: Site leadership teams have turned in essential standards to Edna. Both ELA and Math Essential Standards are due by April 14th. From there a team of teachers, Administrators and Coaches will develop essential standards and a rubric to determine proficiency for the district. The standards will be shared and discussed with all teachers at the kick of Professional Development in August. The document will also be helpful to parents and it will be put on the district website.</p> <p>All sites are holding regular PLC meetings with District Office Staff supporting and observing site meetings. Outcomes for each PLC meeting are shared with site administrator who has the responsibility to follow up with teams regarding interventions and extensions based on the data.</p> <p>11-17-16 All Site Administrators and Leadership teams have been given instructions and a protocol for determining essential standards. The process was rolled out to all Instructional Leadership Teams at a meeting on 10/11. Individual School site teams will go through the process and bring back their essential standards at the January Common Core Leadership team meeting. We have changed our District Leadership Team meetings to include an Administrator PLC which will look at artifacts collected at PLC meetings which will account for monitoring progress to ensure personalization based on student needs. This will be an ongoing process throughout the year.</p>

2. By March 1, 2017	Director of Instructional Technology, working with the Tech Coaches at each site	Increase students' learning opportunities for authentic and relevant experiences in and out of the classroom (e.g., PBL-project based learning, virtual field trips).	X	X		<p>2-28-17 Google Expedition kits are "on tour," traveling to each school. Teachers are signing up to lead an expedition with their students, supported by our STEAM coaches.</p> <p>01-19-17: Google Expeditions VR kit has arrived. In process of training STEAM teacher cohort. Rolling out to each school for a 3-4 week exploration period. Coaches helping to support Breakout Edu experiences, starting with 3rd grade.</p> <p>11-17-16 Held a learning event with Rosemary's fifth grade on 11/4 in our PLC. Created a science workshop experience, ½ day event. 3rd grade Rosemary PBL unit on Voting - included computer science - coding a voting button with Raspberry Pi, worked with Math tech coach Ordered 30 piece Google Expedition VR kit - coaches will create some exploration lessons and travel the units to various classrooms</p>
3. By March 4, 2017  June 1, 2017	Assistant Superintendent of Instructional Services, working with a cross section of students at all grade levels	Create a system for acquiring and incorporating student feedback towards the schooling experience.		X	X	<p>2-28-17 IS Administrative Team members are struggling to find ample time in their schedules to have these focused conversations with students. We will shift the focus to having the District TOSAs gather the information and share with the IS team at the March 29th meeting. We are recommending that this goal be changed/modified to look at the end of the year Student Perception survey and modify the questions asked and develop a protocol for sharing the student feedback with the teachers and the community in general.</p> <p>01-19-17: The questions have been determined and interviews are now taking place. Data will be shared at the next update.</p> <p>11-17-16 Standardized questions are being created and all IS team members will talk to a focus group of students that represent all district schools and sub-groups. We will begin this work starting in January. From our responses we will determine some goals for next steps.</p>

**THREE-YEAR GOAL: ENSURE THAT EVERY CAMPBELL UNION SCHOOL DISTRICT SCHOOL IS A PLACE WHERE STUDENTS, PARENTS AND STAFF THRIVE**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By October 15, 2016	Marketing and Communication Specialist	Publicize the findings of the School of Choice Surveys in an easy-access format on the schools' and district's websites.	X			11-17-16 Oct 2016: Emailed choice results information to school principals. Completed overhaul of Strategic Plan webpage. Added "Special Reports" button to jump to section that includes the Choice survey results. Emailed choice survey info to all CUSD employees; Posted article on district and school website newsfeeds. Nov: Survey story sent to all families as part of weekly e-news
2. By February 15, 2017 June 1, 2017	Superintendent, working with support staff	Develop and present to the Board, staff and community a proposed plan for implementation of the K-8 school at Campbell Middle School, including Transition Team members and the proposed timeline.		X	X	2-28-17 Transformation Team has met 2/2 & 3/1. Transformation Leadership Team has been formed and has met 2/13. Updates to the Governing Board at each Board meeting have occurred.  01-19-17: Board Study Session held on Dec. 15, 2016. First Transformation Team meeting with all members held on January 12.  11-17-16: CMS K-8 Transformation Team assembled. Study Session meeting scheduled for 11/29

**THREE-YEAR GOAL: ENHANCE STUDENT, PARENT, STAFF, DISTRICT AND COMMUNITY COMMUNICATION, PARTICIPATION AND ENGAGEMENT**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By November 1, 2016	Director of Student Services	Provide training to all school Administrative Assistants to give them access to telephone language interpretation services in order to communicate with parents in their language.	X			01-19-17: Meeting held 11-17-16 scheduled for December 14 administrative assistants meeting
2. By December 1, 2016 March 16, 2017	Superintendent, working with the Board Subcommittee (Danielle Cohen and Richard Nguyen)	Create and present to the Board a plan for creating a "Parent University."		X	X	2-28-17 Parent University Subcommittee meeting was postponed until March 6, 2017.  01-19-17: Parent University Subcommittee has been formed and will meet on Feb 14, 2017  11-17-16 Superintendent & Board members scheduled to meet on Nov 16
3. By January 15, 2017	Marketing and Communication Specialist	Review, update if needed, and share an executive summary of the Communication Plan with internal and external stakeholders, including a process for face-to-face communication between the District Office and the sites.	X			01-19-17: Exec. summary (English) complete. Spanish version ready by 1/20/17  11-17-16: Executive summary in progress
4. By March 1, 2017	Superintendent's Council (Superintendent and Assistant Superintendents)	Audit and update the Student/Parent Handbook to ensure all academic interventions and processes are included and explained, and ensure the handbook is current online, relevant and searchable.	X	X		2-28-17 Interventions are being addressed as part of high quality first instruction. We are working to change the mindset that interventions are a separate program that students need outside of the classroom. For those students who do need it we have solidified a reading intervention program, a Saturday Math Program and Summer Program at this point.  01-19-17: We are currently evaluating all intervention programs to

					<p>determine their effectiveness. Final intervention program selection will be completed by March 1, 2017</p> <p>11-17-16 Council compiles updated information from CSBA, ACSA, and our attorneys throughout the year. We will begin the process in January as that is when many new laws take effect.</p> <p>3-1-17 Council identified the interventions and programs and will place the descriptors in the handbook during the annual revision period during the spring. The revisions will be included in the handbook during the distribution period this summer.</p>
5. By March 1, 2017	ELD Coordinator (lead), Director of Curriculum and Instruction and Director of Student Services	Research possible tools to translate for non-English speaking students throughout the school day, report the findings and make recommendation(s) to the Superintendent for action.	X	X	<p>2-28-17: A subcommittee was formed to determine possible remedies. Initially the group was not able to find appropriate apps or devices. The immediate solution included distributing iPads with Google Translator installed at the elementary level and providing middle school students with iPads to carrying iPads from class to class. The group continues to research other options.</p> <p>01-19-17: Will be piloting the use of iPads at Monroe for ELLs at CELDT levels 1 and 2 for translation purposes. ELD secretary met with all schools' administrative assistants about a telephone interpreting service with the ability to conference 3rd party. Instructional Services is determining a budget for this service.</p> <p>11-17-16 Reach out to Core Group (Edna and Rosanna) to review the steps and provide feedback. Send on 10/16 and request feedback by 10/24. Denise will reach out to Veronica Gutierrez to help in researching options for the suggested list. Denise will reach out by 11/30. Each Core Member will research options and will reach out to others on any suggestions they may have to add to the suggested list. - Each member will add to the document by 1/15/17. Core Members will share the information to Eric by 2/1 to see if any more suggestions are needed or if any additional work is needed. Final document will be shared with Eric on 3/1.</p>

**THREE-YEAR GOAL: *ATTRACT, DEVELOP AND RETAIN HIGH-QUALITY STAFF AT ALL LEVELS***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By November 15, 2016 March 1, 2017	Associate Superintendent of HR, working with the CSEA and CETA Presidents or their designees	Create, distribute, analyze and share the results of a staff survey with the Board, including recommending specific strategies to improve employees' work experience.	X	X	X	<p>2-28-17 Met with Labor Leaders and Kaiser Community Wellness staff to discuss offerings for staff. Will present survey findings and offerings at March 16 Board meeting.</p> <p>01-19-17: In an effort to gather more input, the survey was resent to all employees on December 15, 2016. In the process of scheduling a meeting with Kaiser representative (Wendy Hausotter) and labor union presidents to analyze survey data.</p> <p>11-17-16 Met with Labor Union President, determined survey questions. Survey will be sent out by 11/10/16. Analysis will be done and shared with the Board in January.</p>
2. By December 4, 2016 March 1	Wellness Subcommittee (Associate Superintendent of HR-lead, CSEA President and CETA President)	Develop and distribute a list of wellness resources available to Campbell USD employees.	X	X	X	<p>2-28-17 Will develop with team meeting on 2/27. Some resources were provided in the Fall Edition of the "Most Valuable Resource Blog." Staff wellness committee will be expanding the resource list with our community partners – some resources being shared at the 3.16.17 Board Meeting.</p> <p>01-19-17: Will add to resource list as appropriate based on survey data.</p> <p>11-17-16 Included some resources in the employee blog. Once the survey analysis is completed, we will identify areas to focus on to support employee wellness.</p>
3. By December 1, 2016	Assistant Superintendent of Support Services and Director of Special Education	Create a Special Education Professional Development Training Series and provide at least one training in order to develop and retain special education teachers.	X	X		<p>11-17-16: Completed. We have six trainings scheduled. We already completed one training to support/retain new teachers.</p>

4. By February 1, 2017	Marketing and Communication Specialist	Produce a video for staff recruitment.	X	X		2-28-17: Complete 01-19-17: In progress 11/17/16: In progress
5. By March 1, 2017	Intergovernmental Subcommittee (Board President Danielle Cohen, Board Member Tom Gemetti and the Superintendent)	Place the topic of affordable housing for district staff on all Intergovernmental Subcommittee meeting agendas.		X		2-28-17 Subcommittee continues to agendize staff housing at all intergovernmental meetings. 01-19-17: Subcommittee met with City of Saratoga on 1-11-17. City of Santa Clara and City of Los Gatos and City of San Jose have been scheduled 11-17-16 We have begun the process with the city of Campbell and will continue the process as we meet with other entities.
6. By March 1, 2017	Associate Superintendent of HR	Analyze current orientation/onboarding practices for all new district employees and report the findings to the Governing Board.	X	X		2-28-17 Will present at March 16 Board meeting 01-19-17: Will provide at Board presentation 11-17-16 We are collecting information to prepare for the presentation.