



Campbell Union School District

TK- 8th Grade Program Implementation Plan

Presented to the Governing Board

June 1, 2017

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Executive Summary

In March, 2016 the Campbell Union School District directed the superintendent to address the following strategic goal: Ensure that every Campbell Union School District school is a place where students, parents and staff thrive. The district office leadership team determined transforming the current Campbell Middle School (CMS) campus to a TK-8th grade program was the best option for meeting this goal. Working with Partners In School Innovation (PSI), the district leadership team developed a comprehensive, inclusive process to ensure stakeholders were active participants in the development of the TK-8th grade program implementation plan.

A Transformation Team comprised of community members, parents, teachers, classified employees, and administrators, working with PSI staff, held over 60 hours of meetings, site visits and studies to determine the elements of the TK-8th grade site plan. The group crafted Guiding Principles, developed a Successful Student Profile, and presented several opportunities for input to the stakeholder community at the site and district levels.

The Transformation Team collected community input by convening facilitated community meetings, school staff meeting discussions, site PTA/Home School Club visits, developing a dedicated transformation website portal, and visiting existing K-8 programs in California. These processes provided the content for the recommendations to the Board regarding the new TK-8th Grade program.

The current CMS site will not enroll 5th or 6th grade students for the 2017-18 school year. The students will be relocated to Monroe Middle School (MMS) or Rolling Hills Middle School (RHMS). Students living north of Campbell Ave. will attend Monroe Middle School while students living south of Campbell Ave. will attend Rolling Hills Middle School. Additional resources will be provisioned at MMS and RHMS to accommodate the increased student population.

Our 2017-18 CMS 7th and 8th grade students will have a robust program for the 2017-18 school year, the final year of the current middle school at the CMS site. Electives, sports teams, and music will be offered to our CMS 7th and 8th graders next school year. It is recommended that the new school will open as a TK-4th grade school beginning the fall of 2018.

A comprehensive action plan was developed detailing the specific steps required to successfully implement the transformation of the CMS campus into yet another sought-after educational destination for the students and families of the Campbell Union School District.

The Transformation Team is to be commended for their efforts in developing a process and plan for the implementation of the new TK-8th Grade program. Effective July 1, 2017 a new team, the Implementation Team, will be responsible for completing the design of the new school and executing the elements of the action plan. We are confident that our roadmap will lead to a new educational option and a place where students, parents and staff thrive.

Campbell Union School District Value Statements

MISSION STATEMENT

Campbell Union School District, a provider of education beyond the expected, educates individual students to their highest potential and ensures that they are prepared to succeed.

VISION STATEMENT

Campbell Union School District will be a model for innovative programs and instruction that engages, empowers and inspires all children to thrive.

CORE VALUES: not in priority order

Campbell Union School District values...

Growth mindset (believing that their most basic abilities can be developed through dedication and hard work)

Positive Relationships

Equity

Respect

Kids First

Honesty and Integrity

Collaboration

Three Year Goals 2015 - 2018*

* not in priority order

Address the academic, social and behavioral needs of all students

Improve students' academic performance, engagement and involvement

Ensure that every Campbell Union School District school is a place where students, parents and staff feel safe and thrive

Enhance student, parent, staff, district and community communication, participation and engagement

Attract, develop and retain high-quality staff at all levels

Guiding Principles for New School*

*comments received from the March 23, 2017 Community Forum

At our New School, students are at the center.

NEW SCHOOL is a place where high expectations are held for all students, diversity is celebrated, and student voice is valued, listened to, and acted upon. Everyone has a shared responsibility in the care and safety of our school.

Messages about the importance of achieving equity are communicated by all levels of campus leadership and is not an “add-on” goal buried within messaging of a certain initiative.

We foster meaningful relationships by teachers building trust with students by keeping their commitments as they are supported in achieving high standards.

We value students receiving plenty of feedback to move learning forward. Students are responsible and accountable for their own learning and have voice over when, where, and how they learn.

We care about personalizing learning so that the interests and aptitudes of students build a knowledge base and expand opportunities for learning that is diverse in both choice and career learning paths.

With a focus on rigorous and relevant curriculum, assignments focus on the application of concepts and skills in a real-world context and teachers support and encourage students to meet high standards set for them.

With assessment, a variety of assessments are used, including portfolios, demonstrations of learning, applied projects, and performance assessments. Students are given chances to replace earlier attempts and have opportunities to make up missed assignments.

Structures are created to support new types of learning relationships and teachers work together to execute high quality design and delivery of curriculum that focuses on cross-curricular learning.

Our school values the home and community connection where parents are more actively involved in learning, understanding its intent and value, the school is more available to the community, and students get out into the community to learn on a regular basis.

Successful Student Profile*

*comments received from the March 23, 2017 Community Forum

Note: These are intentions of outcomes for our students, which guide the design and curricular content.

Successful Students of the New School Will...

Be kind, respectful, diverse group of leaders who are able to perform at or above grade level in all disciplines and are fully prepared for high school curriculum

Creative problem solvers who think critically and communicate respectfully and effectively

Curious and connected learners who are able to persist through adversity and are able to perform at or above grade level in all disciplines

Confident and caring individuals who see themselves and others as positive contributors to the community in which they live and learn

Develop a lifelong love and curiosity for learnings, pursuing their interests and developing their talents

Understand safe and responsible cyber citizenship and how to effectively integrate the use of technology, especially for basic educational use

Be flexible thinkers and problem-solvers, thinking critically and creatively

Be strong mathematicians, ready for high school math

Understand how subjects can be integrated and how they are applicable in the world, being innovative designers' students will be college-ready, having strong reading, writing and math skills

Be strong writers, able to fluently communicate their ideas, write a cohesive and organized essay

Be able to communicate effectively and speak their minds in respectful ways

Take responsibility for their actions

Be patient, curious, resilient leaders with growth mindsets

Have a commitment to and appreciation for the positive impact kindness has in all interactions and have respect, empathy, and appreciation for diversity and the views of others.

See themselves as part of the school and Campbell community as involved citizens, respecting varied cultures and understanding social issues in society

Be confident-being comfortable in their own skin and developing self-awareness of their own thoughts, feelings, and biases

Work collaboratively

Action Plan: Summary

Successful implementation of the new school program design and transition to a TK-8 Grade Program will require timely and strategic action by all district departments. We have begun to identify the detailed activities by department, and those items are including in draft form in the following pages. Intended to be a living document, this plan is meant to guide the efforts of key decision-makers and the Implementation team.

In addition, recognizing the need for the district to implement this large-scale project in ways that attend specifically to the needs of other impacted schools, we collected all the elements in the department tables which focus specifically on actions related to the other two feeder middle schools into an action plan of its own. Those tables in the latter pages of the plan will help the teachers, leaders and school communities at Monroe Middle School (MMS) and Rolling Hills Middle School (RHMS) know the actions being taken and resources provided to accommodate the additional students being enrolled at those schools during the transition period.

Action Plan: Superintendent

DEPARTMENT: SUPERINTENDENT	By 6/30/17	2017-18	2018-19	Considerations
Provide overall vision	X	X	X	
Submit a comprehensive implementation plan to the board	X			
Designate adequate quality and quantity of human resources to effectively accomplish the result	X	X	X	
Create new boundaries for closing CMS	X			
Create new boundaries for new TK-8 school		X		
Work with the Marketing and Communications officer to develop and implement a comprehensive communications plan to improve reputation and promote the successes of the district	X	X	X	
Provide oversight and accountability	X	X	X	
Communicate effectively with all key stakeholders	X	X	X	
Ensure regular and effective communication with and feedback from school site staff	X	X	X	
Provide updates to the board during all regular board meetings	X	X	X	
Convene special board meetings and board study sessions as needed	X	X	X	
Convene stakeholder meetings to inform community of implementation progress	X	X	X	
Direct each middle school administrative team to create a site "outreach" team to support current and incoming students, staff, and families.	X	X	X	

Action Plan: Instructional Services

<u>DEPARTMENT: INSTRUCTIONAL SERVICES</u>	By 6/30/17	2017-18	2018-19	Considerations
Create an Implementation team who will use the feedback from the transformation team to more clearly define the program model and vision (This is the school Design Spec.)		X		
Plan site visits to other schools with Implementation team members	X	X		
Purchase library books for new school for lower grades		X		
Purchase supplemental curriculum and any needed adopted curriculum to support the program model		X		
Work with technology department to ensure new school has appropriate and innovative tech to support the model		X		
Create a transition team of 7th/8th grade teachers to plan special activities to build climate and plan for the closing of the school		X		Will need a budget for this
Send Implementation team teachers to trainings to prepare for new model		X		
Provide training to new staff on program model, building climate			X	

Action Plan: Human Resources

DEPARTMENT: HUMAN RESOURCES	By 6/30/17	2017-18	2018-19	Considerations
Work with displaced 5th & 6th grade permanent CMS teachers to find new placements	X			
Determine Office staffing needs, ensure placement at MMS & RHMS	X			
Work with displaced 7th & 8th grade permanent CMS teachers to find new placements		X		
Determine staffing needs for new TK-8 school		X		
Additional Counseling support for RHMS		X		
Additional Dean for administrative support for MMS		X		
Additional Dean for administrative support for RHMS			X	
Model of TK - 8 school may involve Memorandum Of Understandings, variation for current Campbell Elementary Teachers Association Collective Bargaining Agreement		X		Require negotiations prior to 18-19 implementation
Informational meetings to identify potential CUSD Staff interested in TK - 8 school		X		
Hiring process for staff desiring to teach at TK-8 school		X	X	Once school model is determined, staff can express interest, hiring process can begin
Determine additional hiring needs at RHMS, MMS for Office support, custodial, Yard Duty, PE, Band, Counseling, Marriage Family Therapist intern ...		X	X	Ensure provision of appropriate supports for increase in enrollment
Depending on TK - 8 Model, determine specialty staff needs			X	

Action Plan: Business Services

DEPARTMENT: BUSINESS SERVICES	By 6/30/17	2017-18	2018-19	Considerations
Facility Needs for influx of increased students at remaining Middle Schools		X		Additional office space for support staff, locker room needs, classrooms
Facility Needs for New School		X		Build lower grade rooms and lab, playground equipment, fencing and parking for new students.
Adjust custodial time at affected sites		X	X	
Notify neighbors of construction at schools		X		
Set up temporary classrooms at MMS and RHMS	X	X		
Transfer District non-Charter from CMS to Rosemary		X		
Order 2 additional buses		X		
Hire drivers for new bus routes			X	
Adjust bell schedules around busing for new school.	X	X		
Move technology (chromebooks) as students move to different sites		X	X	
Determine feasibility of additional exit opportunities for TK-8 school	X	X		Work with City planners to provide additional entrance/exit traffic flow

Action Plan: Business Services (continued)

DEPARTMENT: BUSINESS SERVICES	By 6/30/17	2017-18	2018-19	Considerations
Revise bus routes to provide adequate transportation of former CMS students to RHMS or MMS	X			
Order furniture for new school		X		
Review need for additional lockers		X		
Develop budget for construction	X			
Start state process to open new school		X		
Start state process to close CMS		X		
Close out any CMS funds, allocate proportionally to other sites		X		
Apply for planning grant for new charter school		X		

Action Plan: Marketing And Communications

DEPARTMENT: MARKETING & COMMUNICATIONS	By 6/30/17	2017-18	2018-19	Considerations
Engage in a process to determine the name of the new school.		X		
Update Frequently Asked Questions (FAQs) on Transformation website & publish notification via e-news	X	X	X	
Send community meeting notice(s) to stakeholders	X	X	X	May 25
Update list of local realtors & inform them of CMS transformation		X		Best after Design Spec.
Plan & produce news articles and video profiles promoting the new TK-8 school to target audiences		X	X	Needs budget
Communicate transition updates to staff (e.g. monthly blog/notices) that address staff FAQ (e.g. PD, resources, staffing, facilities, schedules, acclimating to new school, other)	X	X	X	Refer to dept action plans & collaborate with those staff members
Create/maintain new TK-8 school web site		X	X	Work with Tech & Site leadership to develop. Train school staff to maintain
Communicate transition updates to parents/public (e.g. monthly blog/notices) that address FAQs (e.g. events, resources, schedules, facilities, acclimating to new school, other)	X	X	X	Refer to dept action plans & collaborate with those staff members
Develop a multi-media marketing campaign to build interest in/awareness of new school option <ul style="list-style-type: none"> News media articles Advertising (social media & other) Direct mail 	X	X	X	

Action Plan: Marketing And Communications (continued)

DEPARTMENT: MARKETING & COMMUNICATIONS	By 6/30/17	2017-18	2018-19	Considerations
Community Meetings/Presentations <ul style="list-style-type: none"> • Districtwide (led by Supt) • school-based (led by NJR) 	X	X	X	Some site meetings have already occurred; others will be scheduled for SY 2017-18

Action Plan: Special Education

DEPARTMENT: SPECIAL EDUCATION	By 6/30/17	2017-18	2018-19	Considerations
Explore the possibility of hiring an Inclusion Specialist to support our Special Education students.		X		
Look at the Special Education staffing needs for Instructional Assistants, Speech Language Pathologists and Psychologists		X	X	
Training to support Special Education teachers, Instructional Assistants and General Education teachers		X	X	
Consider office space for Special Education staff		X	X	

Action Plan: Additional Considerations

ADDITIONAL CONSIDERATIONS	By 6/30/17	2017-18	2018-19	Considerations
Meet with CMS students to understand their concerns, apprehensions to support transition	X			
Determine additional staff, procedures to accommodate additional students getting through lunch lines		X	X	Consider varied lunch release times
Impact to Middle Sports Programs as enrollment increases at MMS and RHMS		X	X	Investigate A, B, & C teams, intramurals to allow more participation
Impact to Band program - particularly at MMS, will we need additional space, teacher			X	
Ensure CMS students transferred to MMS are aware of uniform requirements	X			
Develop process for expanding CMS programs, such as Mathematics Engineering Science Achievement (MESA) to MMS and RHMS		X		Seek ways for former CMS students to continue to participate in MESA
Determine afterschool implications for CMS students transferring to MMS or RHMS – After School Education & Safety (ASES) and funded	X		X	
Work with County Behavioral and Mental Health Department to transfer Prevention & Early Intervention and School Linked Services work and grant from CMS to MMS		X		
Develop assimilation (welcoming) committees at MMS and RHMS to ensure inclusive experience for students and staff transferred from CMS		X	X	Team should include staff and students with input from CMS students
Coordinate with MMS and RHMS parent groups - PTA, School Site Council, boosters to provide opportunities to incoming families from CMS to participate in these committees		X		Coordinate with CMS admin to provide names and outreach for involvement in new school
Determine boundaries for TK-8 school (elementary & middle)	X	X		Consider impact of various boundary lines - impact to other schools

Action Plan: Specific To MMS and RHMS

ACTIONS SPECIFIC TO MMS AND RHMS	By 6/30/17	2017-18	2018-19	Considerations
Purchase additional library books		X		
Purchase supplemental curriculum and any needed adopted curriculum		X		
Work with technology department to ensure MMS and RH has appropriate and sufficient tech		X		
Determine Office staffing needs, ensure placement at MMS & RHMS	X			
Additional Counseling support for RHMS		X		
Additional Dean for administrative support for MMS		X		
Additional Dean for administrative support for RHMS			X	
Determine additional hiring needs at RHMS, MMS for Office support, custodial, Yard Duty, PE, Band, Counseling, Marriage Family Therapist intern ...		X	X	Ensure provision of appropriate supports for increase in enrollment
Facility Needs for influx of increased students at remaining Middle Schools		X		Additional office space for support staff, locker room needs, classrooms
Adjust custodial time at affected sites		X	X	
Notify neighbors of construction at schools		X		
Set up temporary classrooms at MMS and RHMS	X	X		
Transfer District non-Charter from CMS to Rosemary		X		
Move technology (chromebooks) as students move to different sites		X	X	

Action Plan: Specific To MMS and RHMS (continued)

ACTIONS SPECIFIC TO MMS AND RHMS	By 6/30/17	2017-18	2018-19	Considerations
Revise bus routes to provide adequate transportation of former CMS students to RHMS or MMS	X			
Review need for additional lockers	X	X		
Review need for additional furniture	X	X		
Determine additional staff, procedures to accommodate additional students getting through lunch lines		X	X	Consider varied lunch release times
Impact to Middle Sports Programs as enrollment increases at MMS and RHMS		X	X	Investigate A, B, & C teams, intramurals to allow more participation
Impact to Band program - particularly at MMS, will we need additional space, teacher			X	
Ensure CMS students transferred to MMS are aware of uniform requirements	X			
Determine afterschool implications for CMS students transferring to MMS or RHMS – After School Education & Safety and funded	X		X	
Work with County Behavioral and Mental Health Department to transfer Prevention & Early Intervention and School Linked Services work and grant from CMS to MMS		X		
Develop assimilation (welcoming) committees at MMS and RHMS to ensure inclusive experience for students and staff transferred from CMS		X	X	Team should include staff and students with input from CMS students
Coordinate with MMS and RHMS parent groups - PTA, School Site Council, boosters to provide opportunities to incoming families from CMS to participate in these committees		X		Coordinate with CMS admin to provide names and outreach for involvement in new school
Direct each middle school administrative team to create a site “outreach” team to support current and incoming students, staff, and families.	X	X	X	

Appendices

Transformation Team Members

New School Enrollment Chart

Letters To Parents

Frequently Asked Questions

DRAFT