District Goals 2010-2011

Educational Goal

All district students will master the California standards for their grade level by the end of each school year.

The purpose of the following performance targets is to provide the Board and the district administration with the information needed to monitor to what degree schools are meeting the most important targets. Students need to 1) master the California standards for their grade level, 2) learn to read with fluency and comprehension by the end of third grade, 3) become fluent in academic English, 4) demonstrate proficiency in mathematics, 5) pass the California High School Exit Exam, 6) attend school regularly 7) graduate from high school, and 8) take and pass courses that provide the knowledge and skill necessary for our high school graduates to be successful in their future endeavors. Schools will report progress on the following targets that will provide a big picture view of school performance to monitor system effectiveness.

Supporting these targets, additional layers of assessment help administrators and teachers monitor student performance in order to adjust instruction to improve learning. Periodic district benchmarks and other common assessments measure the effectiveness of initial instruction and provide important information about where instruction needs to be changed to improve results. To accelerate the learning of students for whom exemplary initial instruction is not enough, regular common assessments will help identify needed interventions, monitor student progress, and to determine when students have met exit criteria. The creation of explicit District Goals is our first step in developing a district-wide strategic plan.

Performance Targets

Elementary Schools - these measurements are school-wide and all significant subgroups:

Target 1: Academic Performance Index (API) - All schools will meet their annual school and significant subgroup State API targets.

Target 2: K-3 Reading - Over the next two years, increase the percentage of K-3 students scoring at rubric 3 (at grade level) and 4 on the district Reading Assessment Program (RAP).
- Currently if less than 40% of students are reading at or above grade level increase by 10%
- Currently if between 40-70% are reading at or above grade level, increase by 6%
- If over 70% are reading at or above grade level, increase by 4%

Target 3: K-5 Mathematics - Over the next two years, increase the percentage of students scoring at the proficient level on the district benchmark or approved common assessments.
- If currently below 40% are proficient, increase by 10%
- If currently between 40-70% are proficient, increase by 6%
- If over 70% are proficient, increase by 4%

Target 4: All Elementary Schools under 800 API - Implement district benchmark assessments in language arts and math, and develop intervention plans based on the quarterly common assessment results.

Middle Schools - **these measurements are school-wide and all significant subgroups**:

Target 1: Academic Performance Index (API) - All schools will meet their annual school and significant subgroup State API targets.

Target 2: Mathematics – Over the next two years:
  a. Increase the percentage of 8th graders ready to move on to Geometry in 9th grade. This will be measured by the percent of 8th graders receiving a B or better in Algebra 1 and passing the district-wide Algebra 1 final with a 70% or better**:**
  - If currently below 40% are ready, increase by 10%
  - If currently between 40-70% are ready, increase by 6%
  - If over 70% are ready, increase by 4%

  b. Decrease by 10% the number of 8th graders who move onto high school needing to take pre-Algebra in their freshmen year.

Target 3: All Middle Schools under 800 API - Implement district benchmark assessments in each core subject area and develop intervention plans based on the common assessment results.

High Schools these measurements are school-wide and all significant subgroups:
Target 1: Academic Performance Index (API)
        All schools will meet their annual school and significant subgroup State API targets.

Target 2: California High School Exit Exam (CAHSEE)
        Over the next two years, all high schools will improve their school-wide and significant subgroup CAHSEE pass rates for 10th graders in ELA and math by 6%, or they will achieve a 90% pass rate.

Target 3: Graduation Rates
        Based on the State graduation rate data, all high schools will increase their graduation rate over the next two years by:
  - If currently below 80%, increase by 8%
  - If above 80%, increase by 5%
  - If above 90, increase by 2%

Target 4: All High Schools under 800 API - Implement district benchmark assessments in each core subject area and develop intervention plans based on the common assessment results.

Approved by the Board of Education
September 28, 2010

Target 5: Other Critical Measures - All comprehensive high schools will increase the following measures by 8% over the next two years:
   A. Increase the percentage of graduating seniors who complete the UC a-g requirements, 2x2 articulated course work with local community colleges, or a career pathway program.
   B. Increase the percentage of students who take the PSAT and SAT.
   C. Increase the percentage of graduates who take an AP class and achieved a 3 or better on the AP test; pass a UC-CSU approved Community College (CC) course; or pass a CC course that leads to a specific AA degree.
   D. Increase the number of AP classes or sections, or career pathway classes.

All K-12 Schools:
Target 1: English Proficiency
   A. All English learners will gain one level on the CELDT each year, but will be allowed two years to move through the Intermediate level.
   B. All English learners will be reclassified as fluent English proficient within six years of enrolling in our district.

Target 2: Attendance
   All schools will improve average daily attendance (ADA) by 1% or maintain attendance of at least 97%.

Strategies to meet Educational Performance Targets

Schools will develop action plans to meet the above targets using the strategies below. District staff will support schools in implementing their action plan. The district and schools will use the following strategies to meet the district educational goal and the targets established above:

Strategy 1   Monitor academic performance
   - Objective 1A: All schools will use the district-wide targets to develop their Single Plan for Student Achievement.
   - Objective 1B: Implement district common benchmark assessments in order to track student progress and inform instruction.
   - Objective 1C: Develop, implement, and refine data analysis protocols.
   - Objective 1D: Continue to develop and refine the K-12 ELA and K-Algebra 1 mathematics benchmarks to measure student progress.

Strategy 2   Increase professional collaboration
   - Objective 2A: Develop a common vocabulary and a set of expectations regarding effective instructional practices.
   - Objective 2B: Collaborative teams will use data to identify students' learning needs and respond through targeted instruction and intervention.
   - Objective 2C: Feeder patterns will collaborate on a regular basis to ensure system-wide articulation of content standards to support the continuum of student learning.

Strategy 3   Improve Instruction in Reading/Language Arts and Mathematics
- Objective 3A: Ensure that all students receive high quality standards-based initial instruction in ELA and Math.
- Objective 3B: Use assessment data to identify students in need of interventions.
- Objective 3C: Implement ELA and Mathematics interventions.
- Objective 3D: Monitor student progress in ELA and Mathematics interventions.
- Objective 3E: Use assessment data to refine K-5 ELA and K- Algebra 1 pacing guides.

Strategy 4   Develop and implement systematic English Language Development (ELD) instruction for all English learners
- Objective 4A: Develop instructional schedules that designate time for ELD.
- Objective 4B: Monitor the progress of English learners using CELDT, ELA, Math, and ELD assessments.
- Objective 4C: Ensure English learners receive appropriate academic support during content area instruction.

Strategy 5   Increase student career and college readiness
- Objective 5A: Develop master schedules that provide more opportunities for students to meet the "a-g" requirements.
- Objective 5B: Enroll more students in classes meeting "a-g" requirements.
- Objective 5C: Increase enrollment in AP and Honors classes.
- Objective 5D: Provide opportunities for students to participate in career technical classes.
- Objective 5E: Provide intensive support for all students who are at risk of failing or have failed either part of the CAHSEE.

Strategy 6   Improve home school communication
- Objective 6A: Continue to utilize online gradebook and HomeLink to report on student progress in grades 6-12. Expectation is that teachers will update their grades book a minimum of once every two weeks.
- Objective 6B: Increase percentage of families using HomeLink in grades 6-12.
- Objective 6C: Parent teacher conferences in grades K-5 will focus on academic and social development of the student.
- Objective 6D: In grades 6-12, schools will schedule a parent/student meetings for students who are not meeting grade level standards in two or more classes as measured by district benchmark assessment results and course grades.
- Objective 6E: For students who are not making adequate progress towards mastering English based on CELDT, STAR, and district benchmark assessments, meet with students' parents twice a year to develop and review a language acquisition learning plan.

Strategy 7   Improve attendance
- Objective 7A: Schools will develop and implement plans to improve student attendance.
- Objective 7B: The district will explore an alternative school calendar based on student needs and academic performance.

Communications Plan and Community Relations

Target 1: Internal Communications
- There will be weekly update memos from the School Support and Personnel Divisions and these memos will be copied to Board members.
- There will be weekly update memos to School Board members on upcoming events and issues happening around the district.

Target 2: External Communications
- Twice monthly updates will be written to parents and district staff via e-mail and posted on the web that focus on: Board agenda updates, updates around progress on district goals and objectives, updates around Measure C, and updates around school programs. If requested, parents and community members can pick up a hard copy of the updates at their local school's main office.

Target 3: Investigate the creation and implementation of a district calendar for Board members where all site activities are listed and Board members can indicate which events they will attend.

Target 4: The district will reach out to community organizations to schedule available council members available to provide annual presentations on the status of the district.

Personnel Services

Target 1: Conduct negotiations with all units to reach agreement on contracts which ensure a multi-year balanced district budget with a focus on containment of health costs at the current level.

Target 2: Train all managers, both certificated and classified, to ensure they have the skills and knowledge to follow the contracts with a focus on effective evaluation practices and progressive discipline guidelines.

Fiscal Services

Target 1: Create and maintain a balanced budget for the 2010-11 fiscal year that takes into account changes in the State's budget.

Target 2: Develop a plan for balanced budgets through the 2013-14 fiscal year.

Taget 3: Plan for software system changes and/or upgrades as Sungard ends support for version 7.6.3.

Approved by the Board of Education
September 28, 2010

Strategy 1   Maintain balanced budget for 2010-11 school year

- Update training for the budget managers on budget administration, control and monitoring.
- Update training for site managers on use of categorical and special project funds to meet goals identified in their single plan for student achievement.

Strategy 2   Develop balanced budget through 2013-14

- Update multi-year projections for all known State budget changes as they occur.
- Communicate effect of State budget changes to Board, district and site administrators, staff, and general public.
- Support negotiates as needed with financial projections of various salary and benefit proposals.
- Complete bond sale to support completion of projects, payoff of Lease Purchase and Certificates of Participation, and Solar initiative

Strategy 3   Plan for software system changes

- Evaluate cost, risk and benefit of converting with the CCCOE to Tyler MUNIS versus upgrading to version 7.9.4 of SunGard IFAS/BusinessPLUS.
- Develop plans to implement time card and employee self service on-line (either within SunGard IFAS/BusinessPLUS, Tyler MUNIS, or third party Share Point type application).

Facilities

Target 1: Ensure on-going maintenance of all current campuses
- Utilizing Measure C funds, ensure that all basic facility maintenance needs are meet.

Target 2: Develop and implement multi-year Measure C plan
- Present a plan to the Board that lays out a multi-year plan to sell Measure C bonds and complete appropriate projects.

Target 3: Approve a contract for installation of solar to minimize our $3.5M annual PG&E bill and maximize our Level 7 CSI credits to help offset State budget cuts.
- Include outside expertise in the evaluation of solar RFPs and development of recommendations to the Board.

Target 4: Technology upgrades
- Upgrade our district and school site technology backbone to ensure that classrooms have a reliable source of internet and data connection.

- Develop a plan to provide the infrastructure, hardware and software necessary for modern digital classroom tools in every classroom and begin implementing $11M in technology upgrades to bring the plan to fruition.