

**STRATEGIC PLAN
2012-2015**

**Strategic Initiative 1:
Academic Excellence and Learning**

- MDUSD will provide a rigorous, relevant, and engaging educational experience to all students, P-Adult.
- MDUSD will seek out reform, innovation, and partnerships to ensure academic excellence.
- Student success is a team effort dependent upon parent, teacher, administrator, and support staff.

1.1 Ensure that high expectations, equity, and equal access to educational opportunities for every student are embedded through the alignment of curriculum, powerful instructional strategies, and varied assessment practices.

1. Provide a rigorous, coherent, and relevant curriculum aligned to the Common Core State Standards.
2. Ensure all students receive powerful first instruction including the use of meaningful student engagement strategies.
3. Utilize district wide common assessments to promote authentic timely assessment of student performance as a means to inform instruction and intervention.
4. Ensure all sites implement a Response to Instruction and Intervention (RtI²) system.
5. Ensure all staff is engaged in meaningful collaboration as professional learning communities.
6. Establish a structure and build a culture of high expectations, equal access, and continuous improvement by implementing best practices through the professional development of teachers and staff.

1.2 Implement programs that support 21st century skills, leading to college and career readiness, including collaboration, innovation, critical thinking, problem solving, communication, social and civic responsibility, cultural competence, and career decision making skills.

1. Ensure that implementation of Common Core State Standards strengthens the 4C's (critical thinking and problem solving, collaboration, communication, and creativity and innovation).
2. Promote understanding of academic content at higher levels by weaving into core subjects the 21st century interdisciplinary themes: global awareness; financial, economic; business and entrepreneurial literacy; civic literacy; health literacy; and environmental literacy.
3. Promote, strengthen, and increase career integrated academic educational experiences (Career Technical Education and Linked Learning pathways) for all students.
4. Establish partnerships with higher education for the purpose of improved and increased alignment, supporting successful transitions and pathway experiences of high school and Adult Education students, and reducing the need for MDUSD graduates to take remedial math and English classes.
5. Encourage and support meaningful business/industry collaborations that inform instruction (TK – Adult Education) and provide increased relevancy.

1.3 Empower each school to be proactive, innovative, and responsive in meeting student learning needs.

1. Ensure a successful P-16 transition and articulation through a viable system of tiered levels of academic and behavioral support and interventions available for all students.
2. Develop a system for coordinating enrichment opportunities and intervention services based on academic and behavioral data (e.g. Assessment data, Attendance, Discipline, Student Success Team, Special Education Referrals).
3. Ensure systems are in place to address equity for all students including ethnic minorities, English Language Learners, and students with disabilities.

1.4 Infuse the most current technology into the teaching and learning process.

1. Align district resources to ensure the availability of current technology.
2. Integrate technology to enhance learning, student engagement, and collaboration.

3. Provide all students with age appropriate knowledge and skills to positively interact in our cyber society.
4. Provide teachers, administrators, and other staff with training, support, and access to promote data driven instruction and decision making.

1.5 In order to promote safe, positive, and effective learning environments ensure equitable behavior expectations and discipline consequences are implemented at every school in the district.

1. Ensure every school site establishes a school-wide climate that provides a safe and caring environment for students, staff, parents, and community members.
2. Build cultural proficiency among all stakeholders as an important component of an Equity Plan.
3. Develop a district-wide (TK-12) behavior expectations and consequences matrix that includes alternatives to out of school suspension.
4. Embed positive behavioral support and intervention within the RtI² model being implemented across the district

Strategic Initiative 2:

Supportive Family and Community Involvement

- MDUSD will actively build strong, positive relationships with students, families, and the community to foster trust and shared responsibility.
- MDUSD will use multiple methods of communication with attention paid to cultural differences and linguistic needs in order to engage and reach all stakeholders and increase opportunities for meaningful community input and participation to advance student achievement and learning in all subject areas.

2.1 Promote a culture that fosters active family participation and involvement, reaches out to all communities, and ensures that parents consider MDUSD as the preferred place to meet their students' educational needs.

1. Build a culture where all employees embrace the mission for the success of every student, "Every Student, Every Day, Whatever It Takes."
2. Build a culture where every employee values and respects all community members as essential partners in achieving our mission.

3. Build a culture where all parents and guardians feel valued and a welcomed partner in the academic and social growth of their children.
4. Create lines of communications between schools and parents around student academic achievement and performance.

2.2 Support parents in supporting their children at home academically and socially.

1. Communicate to parents the academic goals by grade level and content area (Common Core State Standards).
2. Communicate to parents the social and behavioral expectations for success in school.
3. Communicate frequently with parents regarding their child's progress toward reaching academic and social goals.
4. Develop and provide resources for parents in order to assist them in supporting their child/children at home, including leveraging Adult Education Parent Education and ESL/Family Literacy services.
5. Provide information to parents on how to access school and community resources.
6. Expand After School Programs at all eligible district schools, inclusive of academic, enrichment, nutrition and youth development services to support student learning and partnerships with families and the community.

2.3 Increase opportunities for meaningful, collaborative community input and participation to build public trust and foster positive relationships.

1. Invite and engage community members to actively participate and share in decision making on district and school committees.
2. Publicize and promote opportunities for attendance and participation at district and school events and activities.
3. Establish and foster ongoing positive relationships with government officials, community partners, social service agencies, and faith-based organizations to gather input and form partnerships to meet the needs of our students.

Strategic Initiative 3: High Quality, Effective Staff
<ul style="list-style-type: none">• MDUSD acknowledges that student success is dependent upon a high quality staff.• Therefore, MDUSD will recruit, develop, support, value, and retain the most talented staff.

3.1 Ensure that every classroom has a high-quality and culturally competent educator.

1. Market the positive aspects of the District to attract high quality educators.
2. Provide a high quality, rigorous, induction program to support new teachers entering the profession and to assist them in clearing their teaching credentials.
3. Offer professional development options and leadership opportunities to retain high quality educators throughout their careers and to support the strategic plan.
4. Provide a rigorous coaching and evaluation system to build the capacity of educators to address the challenges unique to their positions.

3.2 Ensure that every school is supported by high quality site and district level administrators and support staff.

1. Market the positive aspects of the District to attract high quality administrative and support staff.
2. Provide a high quality, rigorous, induction program to support new administrators transitioning into leadership positions.
3. Provide a high quality new employee orientation and on mentoring by a peer for new support staff.
4. Offer professional development options and leadership opportunities to retain high quality administrators and support staff throughout their careers and to support the strategic plan.
5. Provide a rigorous coaching and evaluation system to build the capacity of administrators and support staff to address the challenges unique to their positions.

3.3 Build staff morale and efficacy, ensuring that staff considers MDUSD the preferred place to work.

1. Provide opportunities to recognize and reward the outstanding contributions of employees at all levels in the District.
2. Address concerns raised proactively by employees and their designated collective bargaining representatives.
3. Communicate confidence in the professionalism of all District employees internally and to the public.

<p>Strategic Initiative 4: Respectful, Responsive Service and Communication</p>
<ul style="list-style-type: none"> • MDUSD district and site staff will be responsive and respectful while providing outstanding service to co-workers, parents, and community members. • District and site staff will proactively seek opportunities to improve communication and customer service. • Every person who interacts with MDUSD should be treated with dignity, respect, courtesy, and cultural sensitivity.

4.1 Proactively assess, adopt, and improve practices that encourage respectful, responsive, courteous customer service, both internally and externally.

1. Develop district-wide expectations around what are the critical components of respectful and responsive customer service.
2. Develop feedback systems to ensure if schools and district departments are providing positive internal and external customer service.
3. Provide opportunities for school and department staff members to analyze feedback data, develop improvement plans, and implement growth plans.

4.2 Be proactive in communication, using multiple, regular methods of communication and engagement to reach all stakeholders.

1. Expand and regularly update district and school websites in order to provide current and informative information about the district and schools.
2. Maintain and update district and school-site websites as well as utilize other forms of communication to provide students, parents, and community members effective, informative, and timely updates about the schools and district.

3. Establish monthly district and school newsletters to engage and inform the parents and community members.
4. Develop regular channels of communication with parents, community members, and media sources in order to share district activities and successes.
5. Communicate student achievement data (formative and summative assessment results) frequently with students and parents.
6. Establish and maintain regular communications with all employee groups regarding initiatives, expectations and timelines to support coherence and practice.
7. Ensure all communications are provided in multiple languages to reach stakeholders.

4.3 Clarify and expand methods of and access to communication systems for all stakeholders (students, staff, parents, and community/business groups).

1. Update website to provide easy to find resources for employees, students, parents, and community members.
2. Solicit feedback from stakeholders around the types of information provided by schools and the District, the timeliness of the information, and the value of the information.

4.4 Celebrate and consistently communicate successes and innovations to community and staff.

1. Utilize district and school site web pages as well as Good News Newsletters to regularly communicate positive news.
2. Utilize Board meetings to recognize and celebrate student and school success.

4.5 Diligently monitor and report progress on Strategic Plan initiatives.

1. Annually set District/Board Goals based on the Strategic Plan.
2. Provide regular updates through existing newsletters, district and school websites, and Board meetings.

Strategic Initiative 5: Optimal Operations and Infrastructure
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| <ul style="list-style-type: none">• MDUSD will implement sound fiscal and human resource policies that maximize resources, generate revenue, promote accountability, and accomplish educational priorities within a balance budget framework.• MDUSD will work in partnership with employees, parents, and the community to be a results-oriented district that involves all schools, departments, and community groups. |
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5.1 Place priority on educational needs and programs when making fiscal decisions.

1. Align district-wide initiatives, district and site plans, and expenditures to the MDUSD Strategic Plan, Board goals, and Board Policies.
2. Develop and regularly update comprehensive short-term and long-term plans that anticipate and address enrollment trends.
3. Develop opportunities to maximize and align State and Federal mandates with the Strategic Plan and annual Board Goals.

5.2 Ensure fiscal stability and accountability through effective stewardship of financial assets and funding sources.

5.3 Ensure that our facilities and infrastructure support and enhance student learning and safety.

1. Design and construct new or modernized facilities that support the Common Core State Standards, 21st century learning modalities and technology.
2. Utilize enrollment trend data to facilitate evaluation of existing and prospective site usage as reflected in the District's Facilities Plan.